

# **Fiscal Year 2003 Mid-Year Report**

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by the Eurasia Foundation



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## **I. Introduction and Development Update**



## **Introduction**

The Eurasia Foundation is a grantmaking and operating foundation focusing on civil society, public administration and policy, and private enterprise development. Through grants and projects, the Foundation works in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

As the Soviet Union disbanded to create these independent states, their citizens were faced with daunting challenges in many areas. The Eurasia Foundation has worked for ten years to address some of these challenges by providing assistance to many of the most promising institutions and individuals that seek to create market economies, strengthen civil society, and ensure more responsible local governance.

The U.S. Government (USG) authorized the creation of the Foundation in 1992 in an effort to provide a source of support for some of the thousands of individuals then seeking outside assistance in reforming their societies on the spot. The Foundation awarded its first grant in 1993. Though experimental at the time, the Foundation has succeeded in awarding over 6,700 grants to non-profit organizations for a total of nearly \$140 million. In addition to managing grant programs, the Foundation directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

The Foundation is independent, privately-managed, and responsive to the needs and developments in the twelve countries of Eurasia. Currently, the Foundation is comprised of regional grant and project offices in Almaty, Baku, Bishkek, Kyiv, Moscow, Tashkent, Tbilisi, Vladivostok, and Yerevan. The Bishkek office, headed by a Kyrgyz citizen, became a full representative and grantmaking office on October 1, 2002. In addition, the Foundation maintains six representative grant offices to extend its reach beyond the regional offices. The Foundation's headquarters is located in Washington, D.C.

During the first half of fiscal year 2003 (FY03), the Foundation continued to work on its initiative to create an indigenous foundation in Russia supported by a trust fund. This institution will serve as a source of support for civil society in the region, continuing efforts already underway by the Foundation: to protect civil liberties; to improve the entrepreneurial environment; to strengthen competitive markets; to help local institutions maintain educational standards; and to make local institutions more accountable to citizens for their welfare.

## Development Update

### Funds Raised and Leveraged

Since its inception, the Foundation has raised or leveraged nearly \$44 million in non-USG funds from foundations, foreign governments, corporations and private citizens for its programs. The Foundation raised and leveraged more than \$4.2 million in the first half of FY03. Approximately 75 percent of the funds were raised directly from donors and 25 percent of the funds were leveraged. A rough breakdown of pledges is as follows:

<b>Level of Support</b>	<b>Source</b>
\$2,746,000	Foundations
\$952,000	Foreign Governments
\$104,250	International Financing Institutions
\$331,700	Corporations
\$19,500	Individuals
\$47,000	Non-Governmental Organizations

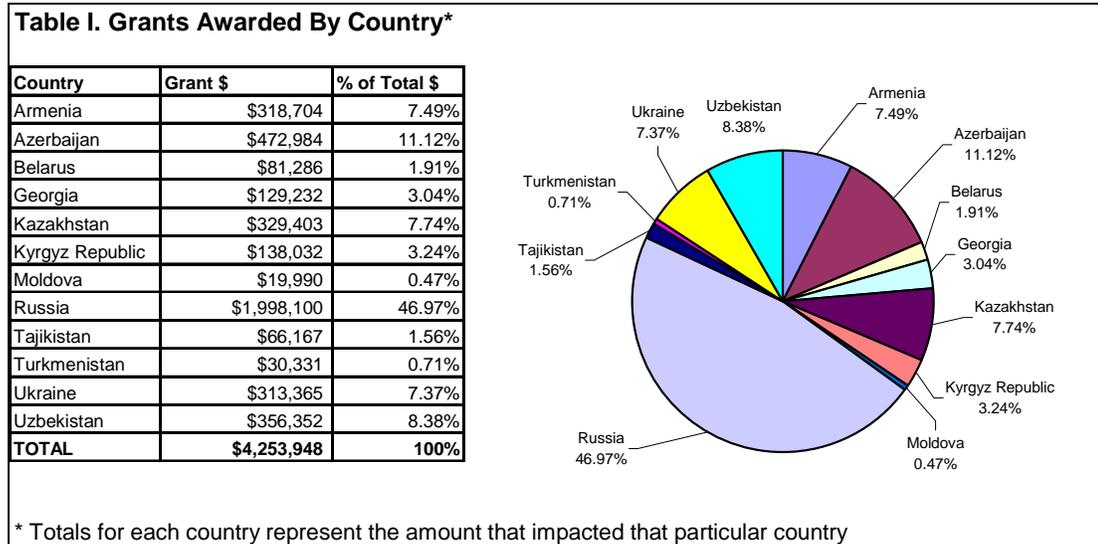
## **II. The Grantmaking Program, Evaluation and Grant Results**



## Grantmaking Program

### Data for First Half of Fiscal Year 2003 (FY03)

Between October 1, 2002, and March 31, 2003, the Foundation awarded 189 grants, totaling \$4.2 million, with an average grant size of approximately \$22,500.



The total number of grants made in the first half of FY03 is less than half of the total number of grants expected to be made by the end of this fiscal year. While Foundation grant activity typically is slower in the first six months of the fiscal year, this year's anomaly reflects the fact that the Foundation had to impose a moratorium on grantmaking from November – February until USG funding levels were determined and funding became available. During this period field offices focused on fundraising, evaluation of grants, and establishing a pipeline of projects to fund once grantmaking resumed. It is anticipated that the grant volume will increase significantly in the final six months of the fiscal year.

Highlights of the Foundation's grant program in each of the three program areas are as follows:

### Civil Society

During the first half of FY03, several of the Foundation's field offices focused on community development through the support of community foundations, socially active schools, and local philanthropy. In Azerbaijan, and Georgia grants were made to empower schools and communities to use the resources they have to work together to solve local needs. The grants to create socially-active schools seek to encourage decentralization, stimulate volunteerism and democratic activism at the grassroots level in a sustainable way through the involvement of students, parents, teachers, and local businesses. Lessons learned from a very successful socially-active school program in Krasnoyarsk, Russia were used in designing the grant programs in the Caucasus.

### Public Administration and Policy

The Foundation supports efforts to improve public administration through grants to academic institutions training future experts. During the first half of FY03, a grant was made to the Tashkent State Economics University in Uzbekistan to help provide Masters-level courses in municipal management and finance, along with retraining programs for civil servants.

Efforts of the Foundation to improve public administration and policy also include initiatives to make public information that was previously not available. During the first half of FY03, the INDEM Foundation in Russia, received a grant to create a nationwide Internet-based public oversight network that will provide information on the voting patterns of elected officials to local NGOs and civic activists. The project aims to make legislators more accountable for their actions and increase citizen awareness, leading to greater participation in the political process.

### Private Enterprise Development

The Foundation works in the area of private enterprise development generally by supporting initiatives aimed at improving the environment for businesses. In Ukraine, for instance, during the first half of FY03, a grant was made to the Society of Intellectual Property to support a regional program in Dnipropetrovsk to increase awareness of intellectual property rights and test mechanisms of protection of those rights. The program seeks to slow the sale of pirated goods and allow intellectual property rights holders to better defend themselves in legal proceedings.

Lists by Country and Strategic Objective (SO) of all grants made in the first half of FY03 are included in Appendices D and E.

### **Evaluation Strategy**

The Eurasia Foundation views evaluation as a systematic collection of information about the activities, characteristics, and outcomes of programs necessary to make judgments about program effectiveness and informed decisions about future programming. The monitoring and evaluation system currently utilized by the Foundation involves two major mechanisms. On the one hand, it involves systematic collection of quantitative data on each EF-funded project to monitor outcomes at the individual, organizational, and societal level. Along with quantitative data collection, the outcome monitoring involves summarizing each grant result in a concise outcome statement, which describes the context and need for the EF-funded project, an intervention strategy, changes as a result of the intervention, and lessons learned. In addition, in order to get more specific or focused information on its most strategic interventions, the Foundation annually undertakes several large-scale evaluation efforts, including cluster evaluations, case studies, baseline evaluations, and organizational performance assessments of

its institutional development grantees. The following evaluation initiatives are scheduled for this year and are currently underway (to be completed by the end of FY03):

Three Foundation-wide evaluations on:

- The impact of EF programs in support of independent media (focused on Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, and Russia);
- The effectiveness of different types of donor's involvement in community development (focused on Armenia, Azerbaijan, Kyrgyzstan, and Russia);
- The effectiveness of EF-funded ICT and Internet applications for regional and local government agencies (focused on Armenia, Georgia, Kyrgyzstan, and Russia).

Nine regional cluster evaluations including:

- An impact evaluation of Regional Independent Media Support Initiative in Kazakhstan;
- The effect of EF intervention in the mono-city of Lisakovsk, Kazakhstan (a mono-city is a city where the economy is based on one major industrial enterprise);
- An impact evaluation of EF programs in support of public advocacy development in ten cities of Kazakhstan;
- A Mid-term cluster evaluation of Ferghana Valley Cross-Border grants;
- An impact evaluation of a network of Regional Legal Information and Advice Centers in Kyrgyzstan;
- Two impact cluster evaluations of EF programs in support of tourism development (Ukraine and Georgia);
- Impact of EF programs to mobilize local community resources through building up social partnerships in three Russian Far East cities;
- The effect of EF programming in support of Local Council Information Centers in Georgia.

In addition to the above activities, EF field offices are currently conducting two baseline evaluations (eco-tourism development in Kazakhstan and school reform in ten cities of Georgia) and six organizational performance assessments of candidates for institutional development grants.

As the majority of the Foundation's evaluation initiatives for this fiscal year are still underway, it is not yet possible to provide information about findings. Detailed description of major findings and their utilization will be provided in FY03 year end report.

## Grants Results

Since the October 1, 2002 through March 31, 2003 the Eurasia Foundation has closed a total of 327 grants with a dollar value of more than \$7.36 million.

Quantitative data, indicating the effectiveness of the above investment include:

### Individual Level:

Number of identifiable direct beneficiaries	481,593
Number of identifiable participant trainees	23,606
Number of organizational beneficiaries	107,428

### Organizational Level:

Number of new coalitions, partnerships and/or collaborations	808
Amount of resources leveraged	\$1,666,938

### Societal Level

Dissemination of media products	355,049
Grantee innovations replicated by others	175
Number of identifiable new jobs	117
Number of identifiable new businesses	2,584

For the list of outcome statements compiled by country, please see Appendix C. The outcome statements represent grants awarded after FY98 and closed during the first half of FY03.

### **III. Projects Administered by the Eurasia Foundation**



## **Small Business Loan Program (SBLP)**

The SBLP seeks to generate a more robust small business sector by providing working capital to small and medium-sized businesses while offering hands-on training in effective lending practices to its partner banks in Armenia and Ukraine.

In Armenia, the SBLP currently has active relationships with three banks. In the first half of FY03, the SBLP distributed \$830,000 in loans to 18 different companies through its partner banks in Armenia, creating 209 jobs. This brings the total amount of loans disbursed in Armenia from inception of the program through the first half of FY03, to \$8,345,749, and the total number of jobs created to 2,004.

In Ukraine, the SBLP currently maintains active partnerships with two banks. In the first half of FY02, the SBLP distributed \$489,800 in loans to 12 companies through its partner banks in Ukraine, creating 50 jobs. This brings the total amount of loans disbursed in Ukraine from inception of the program through the first half of FY03, to \$4,498,037 and the total number of jobs created to 647.

A summary of loans disbursed in both Armenia and Ukraine from October 1, 2002 through March 31, 2003, can be found in Appendix D of this report.

## **Economics Education and Research Consortium (EERC) Russia**

The Economics Education and Research Consortium (EERC) was established in 1996 by a small group of donors—the Eurasia Foundation, the Ford Foundation, and the World Bank—as a means of collecting and focusing donor resources and the expertise of the international economics community in a concentrated effort to create *sustainable local capacity for economic research and training* in Russia, Ukraine, and the other successor countries of the former Soviet Union. EERC promotes increased capacity in economic analysis through teaching and research, training a new generation of economists capable of formulating sound economic policy at the federal and regional levels.

### Russia

In Russia, EERC awards research grants on a competitive basis, supplemented by a series of training seminars, publications, and policy roundtables. Through its biannual research workshops and grant competitions, EERC acts as a facilitator, setting the standard for modern economics research in the region

In the fall of 2002, EERC held its regular grant competition. Of 119 proposals submitted for consideration, 89 came from CIS countries other than Russia. Authors of the 30 best proposals were invited to the 13<sup>th</sup> research workshop, held

in Moscow in December 2002. Eleven research grants and eight development grants were awarded.

During the spring 2003 grants competition, 132 individual researchers or research teams submitted new proposals. Of these, 93 came from CIS countries other than Russia. The 34 best authors were invited to the fourteenth EERC workshop in July 2003. Eleven research grants were awarded, following minor revisions, and nine development grants were awarded. Two-thirds of the grants went to researchers from CIS countries other than Russia, and 61% of the grants to Russians went to researchers outside of Moscow and St. Petersburg. On July 14, EERC, in conjunction with the IRIS Center at the University of Maryland, held a workshop on proposal writing skills, attended by more than 30 researchers.

The December 2002 workshop was held in conjunction with a conference celebrating the tenth anniversary of the New Economic School (NES). The conference was organized jointly by EERC, NES, the Center for Economic and Financial Research (CEFIR), the Stockholm Institute of Transition Economics, and the William Davidson Institute, University of Michigan. Stanley Fischer, a renowned economist who is now President of Citigroup International and Vice Chairman of Citigroup, Inc., delivered the keynote address on the pros and cons of globalization. The conference ended with a one-day roundtable discussion on the prospects for economic growth in Russia. Leading Russian economists and policymakers participated in the roundtable, including Yegor Gaidar, Oleg Vyugin (Central Bank), Andrei Illarionov (Economic Advisor to the President), and Arkadiy Dvorkovich (Ministry of Economic Development and Trade). The highlights of the conference and following roundtable session are reflected in a joint publication of EERC, NES, and CEFIR.

During the year, EERC published ten new working papers in Russian and/or English, all available via Internet. Thirteen other papers were published on the Internet only ("e-prints.") EERC also published two newsletters, one dedicated to an examination of the market for modern economic education in Russia and the CIS.

EERC acts as the Russian secretariat for the USAID-funded Think-Tank Partnership Program, in collaboration with the Barents Group and the IRIS Center. Eleven partnership grants were funded in the first two rounds of the competition, and six more were approved in June. The objective of the program is to enhance and strengthen the capacity of Russian and East/Central European economic think tanks through professional collaboration.

With funding from the Finnish Ministry of Foreign Affairs, EERC has established a partnership with Petrozavodsk State University. The purpose of the partnership will be to upgrade the level of economics teaching at the university as well as the analytical skills of the faculty through research and teaching internships at NES and CEFIR during the 2003-2004 academic year.

## Ukraine

In Ukraine, EERC administers a two-year English-language master's program in economics at the National University "Kyiv-Mohyla Academy." The 2002-2003 academic year began with an enrollment of 53 returning second-year students and 50 first-year students, including six from Belarus.

To date, Kyiv-Mohyla Academy has awarded 217 diplomas to students who have completed the M.A. program in economics. In its first seven years, the program has:

- graduated six classes;
- placed approximately 30% of graduates in policy-related positions in Ukraine, about 20% in the private sector, and about 45% in postgraduate programs abroad;
- brought back twelve Western-trained Ukrainian Ph.D.'s and doctoral students for short- and long-term teaching and research assignments.

Among the recent EERC students and alumni achievements are:

- Yadwiga Semikolenova, class of '1999, was recently awarded a Mellon Fellowship for dissertation research at Carnegie-Mellon University.
- Two EERC graduates, Olena Bilan and Veronika Movchan, along with three faculty members, Roy Gardner (Indiana University), Christopher Waller (University of Notre Dame), and James Dean (Simon Fraser University), will present papers at the conference, "Macro, Money, and Finance" (Cambridge, England: September 10-12, 2003).
- Second-year student, Dmytro Boyarchuk, along with EERC faculty members, Lilia and Serhiy Maliar, will present papers at the 18<sup>th</sup> Annual Congress of the European Economics Association (Stockholm: August 20-24, 2003).

The master's program also attracts many prominent speakers—economists, practitioners, and policymakers. Among speakers during October 2002 to March 2003 were: Anders Aslund, Senior Associate of Carnegie Endowment for International Peace; Roger Lawrence, Resident Trade Expert on WTO Accession to the Ministry of Economy of Ukraine; John Odling-Smee, Director of European II Department of the International Monetary Fund; Serhiy Tihypko; Governor of the National Bank of Ukraine; and Bohdan Hawrylyshyn, Adviser to the Prime Minister of Ukraine.

EERC and Kyiv-Mohyla Academy have created a four-person "action committee," which is developing a detailed plan for the transfer of management responsibilities from the Consortium to the university, addressing questions of financial oversight, recruitment and retention of Western-trained faculty, joint

fundraising, tuition policy, and so forth. The Consortium will close its Washington office by October 1, 2003.

To increase local financing of the M.A. program, EERC and NaUKMA have jointly created a tuition system, which was implemented at the beginning of the 2002-03 academic year. In fall 2002, 14 students paid tuition of 11,000 Ukrainian hryvnias each (approximately \$2,100) for their first year of studies, most out of their own pockets but some with sponsored scholarships.<sup>1</sup> One scholarship of \$2,100 was funded by contributions from 46 alumni—more than a quarter of the total.

In coming years, all entering students will be subject to the tuition requirement. At the same time, EERC and NaUKMA will raise scholarship funds from local corporations, governments, and other donors to ensure that all qualified students have access to the program.

Interpipe Group, a large Ukrainian manufacturing enterprise, became the first local organization to join the Consortium, with a contribution of \$200,000 in support of the M.A. program at NaUKMA.

### **Media Viability Fund (MVF)**

To address the many obstacles facing independent media outlets in Russia and Ukraine, the Media Development Loan Fund (MDLF) and the Eurasia Foundation established a joint initiative in 1997 to create the Media Viability Fund (MVF). The MVF provides long-term, low-interest loans and targeted technical assistance to independent media outlets in Russia and Ukraine. Supporting the sustainability of independent media sources contributes to the development of greater pluralism and freedom of information services in these countries. The MVF also provides training to help newspapers, television stations, and radio stations in Russia and Ukraine remain independent by operating as profitable enterprises in competitive markets.

MVF loans and training have helped promote the financial and logistical viability of clients and shape the way local governments and potential investors view independent media in Eurasia. In addition to providing a source of capital, MVF consultants conduct on-site consultations and seminars to provide training and advice to media firms. Seminar topics cover such areas as operational and financial management, development of editorial content, presentation and

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<sup>1</sup> The other 36 entering students (one of whom was admitted the previous year but deferred entrance until September 2002) received full tuition waivers financed by EERC donors. Tuition waivers were awarded on the basis of academic merit, as indicated by the results of the admissions exams. Currently, a procedure for assessing financial need is under development, so that scholarships can be awarded on that basis.

packaging, management restructuring and organization, newsroom structure, newspaper design, and principles of good business planning.

MVF made regular monitoring and consulting trips to all of its technical assistance clients throughout the first half of the fiscal year. The following are highlights of other MVF activities during the period.

#### Seminars and Conferences

##### *In-House Training for Editors: Barnaul, Russia*

Editors from all Altapress publications were trained in February 2003 on principles of content management and news production. The two-day long training was conducted by Dmitri Surnin. That was a follow-up to a big content workshop held in Barnaul in September 2002.

##### *World Association of Newspaper's Advertising Conference: Amsterdam, The Netherlands*

MVF arranged for advertising executives from two of its regional media clients to attend the World Association of Newspaper's Advertising Conference in Amsterdam on February 20 and 21, 2003. The conference focused on how to succeed in a competitive market using a combination of workshops and presentations. It placed emphasis on finding practical and creative solutions. MVF sponsored a portion of the costs associate with attendance at the conference.

##### *Distribution Seminar: Golitsyno, Russia*

At MVF's distribution seminar in late January 2003, MVF's trainers helped editors and marketing and distribution managers from ten regional publishing houses to develop an effective marketing and distribution strategy. The seminar was highly interactive, with distribution managers presenting actual problems they were facing and attendees and MVF trainers proposing solutions. A professional merchandising and marketing consultant presented theories and techniques that gave participants fresh ideas on how to work with their various publications. Importantly, once again MVF's seminar provided regional media professionals with an opportunity to get to know professionals from other parts of Russia and Ukraine.

##### *Tax Seminar: Golitsyno, Russia*

In late November 2002, MVF organized a three-day seminar for chief accountants and accountants of its regional media clients in order to help them understand and properly adhere to recent changes in Russian tax regulations. Thirteen individuals from nine of MVF's regional media clients attended the seminar held near Moscow.

##### *Budgeting Seminar: Prague, Czech Republic*

In mid-November 2002, the financial manager of *Inform Polis* (Ulan Ude) attended a budgeting course at MDLF's media training centre in Prague.

### *Printing Press Training: Moscow, Russia*

MVF arranged for two printing technicians from *Inform Polis* to spend three weeks at Heidelberg's printing school in Moscow to receive training in the running and maintenance of the new sheet-fed press. The training took place in October 2002.

### MDLF-Financed Equipment

A rotary press was installed and became operational during January and February at the newspaper *Molodoi Bukavinetz*, in Chernovtzy, Ukraine. Prior to the delivery and installation of the press, the director and a printer technician traveled to Sweden to take part in a test run of the press and to receive training. As part of the training the individuals were shown how to dismantle, reassemble, use, and service the press. In addition, MVF arranged for Swedish trainers to travel to *Molodoi Bukovinets* to help the company's technicians assemble and operate the Solna printing press.

### Small Loan Project

In partnership with Internews–Russia, MVF launched a small loan project in January 2003, targeted at providing five television companies working in small Russian towns with loans of \$10,000 each.

### **Caucasus Research Resource Centers (CRRC)**

The Caucasus Research Resource Centers (CRRC) were launched during the first half of FY03 by the Eurasia Foundation (EF) in Armenia, Azerbaijan, and Georgia. The university-based, CRRC locations are designed to serve the regional academic research communities by offering: modern library resources and data for research; applied training in research methodology; and research fellowships for local analysts in the fields of economics, sociology, and demography. The Carnegie Corporation of New York is the primary supporter of CRRC.

It is hoped that the Centers can play a key role in strengthening local capacity for policy research on key issues facing nations in this pivotal region of the globe. CRRC training activities focus on modernizing the skill sets of local researchers, and provide hands-on opportunities to examine what is really happening in today's economic and social transformation in the South Caucasus. As the Centers develop, they will increasingly focus on cross-border trends in policy formation. The Centers are an extension of the network of CASE centers, a similar network of research centers the Carnegie Corporation has spearheaded in Russia.

## **IV. Appendices**



## **Appendix A**

### **Expenditure Chart by Strategic Objective**



**USAID Core III Expenditures**  
**Grant number EMT-G-00-02-00008-00**  
**Period 10/01/02 - 03/31/03**

	Russia	Ukraine	Moldova	Belarus	Uzbekistan	Turkmenistan	Tajikistan	Kazakstan	Kyrgyzgtan	Georgia	Armenia	Azerbaijan	Total
ENI-SO-1.2 (Fiscal Policies)	\$ 657,233	\$ -	\$ -	\$ -	\$ 23,456	\$ (3,641)	\$ 26,877	\$ 56,632	\$ (3,200)	\$ -	\$ -	\$ -	\$ 757,357
ENI-SO-1.3 (Private Enterprise)	\$ 948,204	\$ 733,182	\$ 20,852	\$ 52,038	\$ 363,286	\$ 59,504	\$ 3,912	\$ 57,351	\$ 135,230	\$ (15,355)	\$ 236,793	\$ 221,562	\$ 2,816,558
ENI-SO-1.4 (Responsive Fin Sctr)	\$ 24,606	\$ -	\$ -	\$ -	\$ 33,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,424)	\$ -	\$ 54,462
ENI-SO-2.1 (Informed Citizenry)	\$ 1,692,755	\$ 390,851	\$ 19,990	\$ 47,019	\$ 112,138	\$ 4,780	\$ (18,907)	\$ 404,578	\$ 59,992	\$ 393,904	\$ 389,809	\$ 436,434	\$ 3,933,344
ENI-SO-2.2 (Legal Reform)	\$ 67,390	\$ (1,599)	\$ (77)	\$ (118)	\$ -	\$ -	\$ (1,431)	\$ (16,348)	\$ 50,387	\$ 34,906	\$ (2,740)	\$ 88,347	\$ 218,718
ENI-SO-2.3 (Local Government)	\$ (9,231)	\$ -	\$ -	\$ -	\$ 83,547	\$ -	\$ 80,733	\$ 18,513	\$ -	\$ (28,546)	\$ 87,925	\$ 74,534	\$ 307,475
<b>Totals</b>	<b>\$ 3,380,957</b>	<b>\$ 1,122,435</b>	<b>\$ 40,765</b>	<b>\$ 98,939</b>	<b>\$ 615,708</b>	<b>\$ 60,643</b>	<b>\$ 91,183</b>	<b>\$ 520,727</b>	<b>\$ 242,410</b>	<b>\$ 384,909</b>	<b>\$ 708,363</b>	<b>\$ 820,877</b>	<b>\$ 8,087,915</b>



## **Appendix B**

**Loans Disbursed October 1, 2002 – March 31, 2003**



**Eurasia Foundation Small Business Loan Program  
October 1 – March 31, 2003**

**Armenia Small Business Loan Program**

Location of Business	Activities	Amount Given	Balance (31.03.03)	Principal overdue	*Use of Loan	Proceeds	Jobs Created
					CE	RM/INV	
Yerevan	Restaurant	\$125,000	\$121,875	\$0	\$125,000		82
Gyumry	Pharmacy	\$40,000	\$40,000	\$0	\$40,000		20
Yerevan	Dry cleaning/laundry	\$10,000	\$10,000	\$0	\$10,000		1
Yerevan	Dairy products	\$50,000	\$40,000	\$0	\$50,000		0
Yerevan	Household chemical products	\$125,000	\$125,000	\$0		\$125,000	0
Yerevan	Clothing production	\$35,000	\$35,000	\$0		\$35,000	0
Yerevan	Tourism	\$35,000	\$0	\$0	\$35,000		0
Gyumry	Furniture, door, window frames	\$40,000	\$40,000	\$0		\$40,000	10
Gyumry	Hosiery prod.	\$18,000	\$0	\$0		\$18,000	0
Vanadzor	Autogen devices prod.	\$80,000	\$76,400	\$0		\$80,000	0
Ashtarak	Restaurant, hotel	\$45,000	Repaid	\$0	\$45,000		65
Yerevan	Transportation services	\$42,000	\$42,000	\$0	\$42,000		0
Kapan	Dairy products	\$40,000	\$20,000	\$0	\$20,200	\$19,800	0
Vanadzor, Lori	Grain mill	\$70,000	\$50,600	\$0		\$70,000	12
Yerevan	Dairy products	\$10,000	\$6,164	\$0	\$5,800	\$4,200	5
Yerevan	Medical services	\$35,000	\$32,387	\$0	\$35,000		0
Yerevan	Dental clinic	\$10,000	\$10,000	\$0	\$7,000	\$3,000	4
Yerevan	Meat processing	\$20,000	\$20,000	\$0	\$7,200	\$12,800	10
<b>TOTALS/AVERAGES</b>		\$830,000	\$669,426	\$0	\$422,200	\$407,800	209

**Ukraine Small Business Loan Program**

Location of Business	Activities	Amount Given	Balance (31.03.03)	Principal overdue	*Use of Loan	Proceeds	Jobs Created
					CE	RM/INV	
Kyiv	Printing house	\$31,000	\$28,350	\$0	\$31,000	\$0	5
Kyiv	Photo Services	\$30,000	\$30,000	\$0	\$21,330	\$0	2
Kyiv	Cable TV	\$60,000	\$56,818	\$0	\$40,000	\$0	8
Kyiv	Advertising, printing	\$50,000	\$50,000	\$0	\$50,000	\$0	5
Kyiv	Passenger transportation	\$45,000	\$45,000	\$0	\$45,000	\$0	4
Kyiv	Manufacturing of plastic items for construction, sunflower seeds	\$23,800	\$23,800	\$0	\$17,800	\$0	3
Kyiv	Pre-printing, printing and publishing	\$70,000	\$69,000	\$0	\$70,000	\$0	2
Kyiv	Transportation	\$50,000	\$43,000	\$0	\$50,000	\$0	6
Lviv	Transportation	\$25,000	\$25,000	\$0	\$25,000	\$0	3
Kyiv	Confectionery	\$35,000	\$30,333	\$0	\$35,000	\$0	5
Brovary raion	Processing of agricultural products	\$19,000	\$16,625	\$0	\$19,000	\$0	3
Lviv	Cargo delivery	\$51,000	\$49,200	\$0	\$49,200	\$1,800	4
<b>TOTALS/AVERAGES</b>		\$489,800	\$467,126	\$0	\$453,330	\$1,800	50

## **Appendix C**

**Outcome Statements  
October 1, 2002 – March 31, 2003**



## Armenia

### **AREG-73 Scientific Cultural Youth Association**

**\$34,414**

The countries of the South Caucasus are in the process of developing the key institutions necessary for free and fair elections. However, civic education and participation are just as important to securing democracy as formal institutions. Voter passivity is an especially significant problem, especially among members of the younger generation. Together with its partners in Azerbaijan and Georgia, Areg-73 sought to increase the civic participation of young voters by formulating a comprehensive, research-based approach for educating young voters. The partners' voter education materials were designed for use by non-governmental organizations (NGOs) and mass media outlets to reach out to young voters. The three partners conducted a public opinion survey of the attitudes of young voters in each country - in Armenia, the opinions of 1,000 young people were surveyed. In addition, the partners conducted content analysis of the local mass media that are most popular with young people, including 4 television channels and 6 newspapers in Armenia. The results were published in Russian- and Armenian-language brochures, which were presented to media experts for their input. In addition, a training seminar was held to educate young journalists and NGO representatives about methods of presenting civic participation issues to a younger audience. Seminar participants decided to create an informal network of journalists and civic society activists familiar with the challenges of reaching young voters. The project provided a unique comparative analysis of young voter attitudes and media coverage in the countries of the South Caucasus and resulted in increased and coordinated efforts to educate young people about their civic responsibilities.

### **The Union for the Protection of Consumers' Rights**

**\$34,424**

In the countries of the South Caucasus, there are few functioning mechanisms to protect the rights and interests of consumers. As a result, consumers continually struggle with wide swings in product safety and quality. Working with their Georgian and Azeri partners, the project of the Union for the Protection of Consumers Rights sought to secure the rights of ordinary consumers. The Union first identified the obstacles hindering the enforcement of existing consumer protection legislation by monitoring markets on a weekly basis. The results of the project partners' analysis were published in a news supplement called "Caucasus Consumer Press." In Armenia, the "Caucasus Consumer Press" was published nine times on a monthly basis in the newspaper Delovoy Express. The project analysis was also reported nine times on monthly radio programs. Building on these efforts, the Union then developed recommendations for aligning Armenia's consumer protection legislation with international standards and the requirements of the Council of Europe. Thus, the project began filling the informational vacuum regarding product safety and quality and activated a consumer movement both in Armenia and the South Caucasus region. As a result of the successful implementation of this project, the partners have begun implementing two other regional projects addressing consumer rights awareness and protection.

### **Armenian Association of Winemakers**

**\$44,421**

Due to the favorable climate, the South Caucasus countries have always produced good wine and grapes. However, the economic crisis, the unfavorable legislation governing the sphere, instability of internal markets and the lack of adequate business skills have brought the winemaking and grape growing industries to a harsh decline. As these problems are equally experienced in all three countries of the South Caucasus, the Armenian Association of Winemakers (AAW) decided to address the situation by uniting the efforts of three professional organizations from Armenia, Azerbaijan, and Georgia. Collectively, they studied strategies for entering international markets, increasing exports, and improving legal regulations. AAW created databases on wines, grapes and climatic conditions throughout the region and posted them on the AAW web-site:

<http://www.arwine.am>. In addition, they translated all legislative material accepted by the European Union and adopted them in accordance to each country's specific needs. Principles for regional cooperation were suggested and government policies discussed during a two-day business forum in Yerevan. Discussion outcomes and policies were adopted by winemakers and parliamentarians from each country. Consequently, the new legislation has created a favorable environment for local producers. It has stimulated investment and increased volumes of export. These activities have created a constructive dialogue and a network base among the neighboring South Caucasus countries. The mechanisms created for the cooperation of associations of winemakers will lead to the step-by-step entrance of South Caucasus countries into the world economy.

### **CDS/ISIS Users Group**

**\$32,962**

Civic Education recently became mandatory in Armenian schools. As such, a need emerged for an effective Civic Education curriculum. To meet this need, an innovative distance learning course was designed, a network was created, trainers were trained, and a first-of-its-kind training course was carried out in ten Armenian schools. Elements of the methodology prepared for the distance learning course were also used in the process of developing the national civic education program. As recommended by the Ministry of Education and Science, this pilot program could further be developed and upgraded to serve as the national distance learning program to be emulated by all schools that have Internet access.

### **Yerevan State Institute of Economics**

**\$33,245**

In its transition to market economy, Armenia needs qualified personnel to undertake and lead the reform process in matters of accounting, financial reporting, and management practices. Thus, the Yerevan State Institute of Economics introduced new curricula in its accounting and auditing disciplines. The organization translated into Armenian, published and distributed textbooks on "Accounting Framework," "Management Information," "Audit Framework" and other textbooks of the Professional Qualification Scheme of the international Association of Chartered Certified Accountants. The new textbooks help qualified accountants meet the standards of higher educational institutions and help accounting practitioners increase their professional qualifications.

### **SPITAK Rescue Centre**

**\$26,874**

Armenia, with its historical and geological monuments is well positioned to attract tourists. However, due to the lack of qualification and technical capacities, many tourist

agencies are unable to develop tourist routes to meet worldwide classification standards. The Spitak Rescue Center, being the only professional organization of the like, suggested solutions to this problem by developing local routes for mountaineering, rock-climbing, skiing, and hiking - of different types of complexity. Thus, instead of the proposed 12 routes, the organization developed 31 routes, placed the information on their web-site <http://moon.yerphi.am/~spitak/>, produced videocassettes detailing the routes, and published promotional booklets in Armenian, Russian and English. During the project implementation an advertising tour was organized for journalists and representatives of international organizations. Publicity from adventure tourism attracted ninety nine tourists. Currently, the organization continues to receive requests from both local and foreign individuals to organize group tours.

**Armenian Merchants Public Organization**  
**\$30,544**

Today, merchants are one of the most influential groups in Armenia. Thus, consolidating their efforts and increasing their legal awareness are crucial factors in the development of business and economy. In support of the above, and in order to increase their public influence as tax payers, the project provided legal support to merchants by organizing 35 seminars and consultation and training sessions. As a direct result of project activities, the Union opened 22 branches in the regions and its membership doubled, reaching 780. The Union has also been successful in defending its members' rights in the courts. Due to the increased level of knowledge in tax issues, 1,316 traders began to use the new, simplified taxation system, which eased their tax burden significantly. Due to its consistent lobbying efforts, the Union is recognized by local NGOs and State authorities as the leading NGO in drafting legislation and in the field of business advocacy.

**The English-Speaking Union International Charity Organization, Armenian Branch**  
**\$18,312**

Involvement in global sociopolitical and economic dialogue is imperative for Armenia's developing economy and growing civil society. As such, the development of professional translation services is crucial in attracting foreign investment, in introducing new technology, and in establishing effective exchange with foreign partners. The project helped create quality standards and improved access to professional information on matters related to legal business environment and protection of interpreters' rights. It helped create job opportunities for translators and interpreters. The project established an open-membership Translation Center, created a database on existing translators/interpreters, and created legal and consulting information services. The center periodically organizes seminars and roundtable discussions on issues affecting sociopolitical and economic dialogue. Within its short lifespan, the Center was unable to achieve self-sustainability, thus, continues to depend on donor funding.

**Armenian Tourism Association**  
**\$32,863**

The developing tourism industry proves to be one of the revitalizing factors that drives the Armenian economy. Today, the tourism industry strives to attract investments and build an efficient infrastructure. Thus, it needs a sound development policy. Sustainable Tourism Development (STA) encourages good use of existing local resources without any substantial investment. The Armenian Tourism Association (ATA), following the STA strategy, used the model to create sustainable tourism in the regions. ATA organized sustainable tourism seminars in Yerevan and in all the regions of Armenia, developed and published a textbook (first in its kind) on Sustainable Tourism in Armenia, developed a

guidebook “Sustainable Tourism in Armenia”, and created a web-site: <http://www.sustravel.am>. Using the existing potential, training and subsequent consulting enabled the participants to initiate activities in sustainable tourism development in their respective regions.

### **Gyumri Municipality**

**\$21,679**

Lack of accountability and responsiveness of local governments hampers the ongoing process of decentralization of power in Armenia. The aim of the Eurasia Foundation's Municipal Information Analytical Centers (MIAC) program is twofold: 1) to introduce cutting-edge technologies for automation, as well as information storage and retrieval; 2) to train municipal personnel in modern fiscal management, in matters of improved interaction with citizens, and strategic planning. The Gyumri Municipality was among seven Armenian municipalities funded to create and equip such a center. As a result, an information management software package was introduced to support automation of municipal activities and to create an effective mechanism for population involvement and feedback, TV round table discussions were organized, a telephone hotline was established, and a public poll on municipal activities was conducted. Eight issues of an information bulletin were issued and disseminated, in addition to brochures presenting the municipal budget and commentaries. Also organized were the first public hearings of the local budget.

### **Hogatsutyun Social Charitable NGO**

**\$17,714**

While local governments are unable to cope with all the problems that communities face in Armenia today, the role of community centers becomes crucial. The centers act as liaison between citizens and their local governments and help them address their problems by helping them mobilize their local resources. Within this framework, the Hogatsutyun Community Center has established free legal consulting and telephone hotline services, created a database and established contacts with local authorities, public organizations, condominiums, the private sector and mass media. Information and community action campaigns were organized and roundtable discussions held; twelve issues of Center newsletter were published along with other information material; and two public opinion polls were conducted to assess the impact of the project. In addition to the project activities, various other initiatives were introduced and implemented, such as, a tree planting campaign in association with the Armenian Assembly of America's Yerevan office, construction of a community park, provision of clothing for newborns, and teaching kids with the skills and know-how to prepare and market children's toys. The project stimulated community action by strengthening a citizen-founded community advocacy center in one of the most economically depressed districts of Yerevan.

### **State Engineering University of Armenia, Gyumri Branch**

**\$30,523**

Shirak region is renowned for its scientific and technological potential and as such it is a rallying point for universities and the industry. However, the disastrous earthquake and the economic crisis broke the links between the universities and the industry. The Gyumri Branch of the State Engineering University of Armenia took the plunge to restore the liaison between the universities and the industry by creating a regional marketing center for technology commercialization. The center gathered information about scientific development in the Shirak and Lori regions and conducted a series of seminars on the importance of technology commercialization for Armenia. As a result of this

intervention, four scientific inventions are being introduced into four manufacturing enterprises in Gyumri. Introduction of these and other new technologies will increase the competitiveness of the enterprises in the Shirak region. The center continues to foster R&D and to promote Armenian scientific and technological products in foreign countries.

### **New Century Youth Union**

**\$19,455**

At a time of active global communication and economic integration among countries, the key for successful cooperation is the proper understanding of terms and terminology. This factor applies in particular to the financial and banking spheres. With this in mind, the New Century Youth Union developed and published "Financial Banking, English-Russian-Armenian Explanatory Dictionary," the first in its kind. The dictionary was disseminated among governmental agencies, academic institutions, libraries, embassies and banks. The book is currently being utilized by professionals that come from various backgrounds, i.e. bankers, businessmen, students and professors. The project was implemented within the framework of the Foundation's open grant competition aimed at capital markets development in Armenia.

### **Association of Film Critics & Cinema Journalists**

**\$34,641**

Armenia, with its six climatic zones and natural beauty, is well positioned to attract foreign filmmakers. Marketing that capacity could attract investment and promote local infrastructure development. As such, management training courses were organized within the framework of the project, and a comprehensive database was created to provide audiovisual information. As a direct result of the training seminars, a law on national film industry was drafted and is currently being reviewed in the Parliament; field players began investing in the reconstruction of cinema theatres throughout the country; a distribution network was created; a qualitative and quantitative increase was registered in the national film production, and the process of penetrating the world market was launched. In addition, a "Production and Location Guide" was published and disseminated to filmmakers both locally and abroad. The Association of Film Critics and Cinema Journalists conduct regular seminars and roundtable discussions on topics such as, "copyright protection," "creation of free audiovisual market in Armenia," and other issues related to the field.

### **Eurasia Charity Union Public Organization**

**\$24,985**

Growth of agriculture was always considered one of the main factors of economic development in Armenia. During the transition period, many agro processing enterprises were created; however, due to the lack of business skills, familiarity with foreign markets and coordination among local producers and processors, business was not very profitable. The Eurasia Charity Union, an organization that unites more than 50 agro processing enterprises, provided seminars to 75 representatives of various agro processing enterprises. The seminars covered issues related to marketing, management, taxes and tariffs. A database of agro processing enterprises was developed and their products were placed on their web site: <http://www.erasia.union.am>. The organization has established a marketing center, which in turn, provides consulting services to local manufacturers. As a result of the project, the union has developed institutionally and its membership has increased from 52 to 75 people. The organization has been successful in establishing links between local manufacturers of agricultural products and external buyers. Manufacturers have improved their product design and have expanded their market

niches. To date, fifteen contracts with buyers from Russia, Ukraine, Bavaria, Latvia and Belarus have been signed.

### **East-West Cross-Cultural Communication Center**

**\$31,360**

Prior to the establishment of the East-West Center, photojournalism was no more than a fancy concept among Armenia's media circles. Newspapers regularly published sub-standard pictures, often relying on amateur photographers, while illegal reprints of photos were routine. Few, if any, bothered with copyrights. In addition to providing training to some 50 new photographers, the East-West Center quickly developed a working infrastructure for photojournalism. A leading-edge training studio was created, doubling as an income-generating workshop. Then, the grantee produced a Web site ([www.photoactif.am](http://www.photoactif.am)), which featured archives of the Center's output and facilitated contacts with photojournalist abroad. The Center also has launched a competition for photographers and organized group exhibitions. Their production (photos, postcards, posters, calendars) significantly raised the quality of market standards. Today, many of the program's goals have been realized, as the evidence regularly appears in the pages of Armenia's print media. More and more East-West Center trainees are being hired by mainstream papers and magazines, while some have gone on to jump-start Armenia's tourist-publication industry: In recent years, there has been an enormous improvement in the quality of tourism photography, thanks directly to the work of the Center. The Center tried to establish a partnership between media and business related agencies and institutions. Though in some cases the partnership was not as successful as expected (due to independent factors), the experience gained was a great asset. In order to expand, the Center needs a strategy of institutional development.

## Azerbaijan

### **Silk Road Consulting Ltd.**

**\$2,607**

The economic policy of the South Caucasus countries and of the international community has been focused on the development and realization of the region's transit potential. Much less attention has been paid to the region's trade and export potential. In order to realize the region's rich geographic and economic potential, extensive policy research on both import-export trade and transport must be conducted on a regional level to serve as a basis for new economic and policy initiatives. This grant supported the collaboration of three public policy institutes and was used to develop a linkage proposal to address obstacles to regional transport, trade and export logistics in the South Caucasus. The partner organizations explored various pilot projects and best practices and elaborated a proposal that was submitted to the public policy expert panel in a timely fashion. However, the linkage proposal was not recommended for funding.

### **Society Tahsil**

**\$30,860**

In newly independent states like Azerbaijan, the growing pains of a transitional economy makes for frequent changes in tax policies and legislation. This grant helped to develop an effective mechanism to address the range of problems that employees of human services face in running their businesses, due to changes made in enterprise legislation and civil and taxation codes. A consulting center was established to provide judicial and informational aid for entrepreneurs working in human services, where new methodologies, models and techniques were introduced. During the project's time frame, more than 700 people, individually and in groups, applied to the center, and 72 consultations were organized--the majority being free of charge. Eight seminars were conducted to discuss relevant legal topics, and 500 brochures were published and distributed for owners of small businesses. The project got broad media coverage and resulted in creating a number of new jobs, as contracts for judicial services were made with 31 entrepreneurs, and new coalitions, partnerships and collaborations were formed. By the end of the project, the Center was able to run on a partially self-sustaining basis.

### **Independent Consumers Union**

**\$34,904**

The consumer regulatory environment has broken down in most countries after the Soviet Union and unstable economic conditions for food producers have resulted in low-quality goods flooding the market. As a step toward safer, higher-quality food production in Azerbaijan, this project supported the NGO's work with producers, consumers, media and the government to develop a strategy to improve knowledge of the standards and certification requirements for food products. Three seminars were conducted for producers, retailers and consumers in three agricultural areas to provide information on dangerous food products and fraudulent products that falsely exhibit name brands. The NGO provided internships to 15 people to create a data bank of 260 types of products. This data bank would be the foundation for a follow-up project on food testing. A "hot line" that operated through the project serviced more than 2,000 consumers. The NGO's Project Director met with several high-ranking government officials and provided recommendations based on their survey and market research. As a result of the project, the Ministry of Health included the NGO in its commission on nutrition and

immunodeficiency, UNICEF contracted the NGO to analyze iodine content in salt, and GTZ signed a contract with the NGO to conduct monitoring on food safety in the South Caucasus.

### **Businessman's Bulletin Publishing House**

**\$14,147**

Due to unresolved conflicts across the South Caucasus, cross-border economic relations have declined drastically in the past decade. For economic re-integration in the region to take place, it is essential that new economic legislation created at a national level be compatible with that of other countries in the region. In addition, entrepreneurial contacts among the business communities in the three countries must be re-established. The grantee created an Internet-accessible database on entrepreneurial and civic rights legislation in the South Caucasus. Computer centers in Baku, Tbilisi and Yerevan were established to house and maintain the databases, and the centers' web sites were linked via the Internet. The database information is available in Azeri, Russian, and English languages. The project has filled an information void by making data on legislation in all three of the Caucasus countries more accessible to the public. Already, the grantee has received several requests to allow re-printing of information on the web site.

### **NGO Society and Law**

**\$34,867**

With Azerbaijan's transition to the Council of Europe, there is still no effective system set up to ensure human rights protection for Azerbaijani citizens. This grant supported a mechanism to address human rights grievances through the creation of a consultation center to give free advice to citizens on their rights, review their cases and, when appropriate, forward them to the Court. In the course of the project, 36 lawyers were selected and trained through seminars on European law, and a Turkish expert from the European Court was invited to give a series of lectures on the practical workings of the Court. A number of other organizations, including the Soros Foundation and the Turkish International Association of Development in Eurasia used the center and its staff to support their projects and discussions of European human rights practices. In addition, three open seminars for seventy representatives of NGOs, organizations and institutes were familiarized with ways to protect their rights within the conditions of local legislation and the European Court. The project also prepared and published the book "The European Court for Human Rights and Azerbaijan." The project resulted in 194 citizens being given consultation by the center's officers, 110 cases prepared and sent to Strasbourg, and a key staffer of the Center being invited to work in the Court in Strasbourg.

### **Informational Agency Trend**

**\$34,977**

An important aspect of any democracy is the capacity of its media to report activities in an informed and objective manner as a way to stimulate transparent public debate. This project aimed to raise the quality of press information about the oil and gas sector through increasing journalists' knowledge of the energy industry and to develop working relationships between the media and representatives of the energy industry to foster trust and to allow journalists more access to reliable information. Twenty journalists were trained on a variety of related topics including the history of energy exploration in Azerbaijan, the main principles/agreements of the oil industry, taxation in the oil sector, and the role of the oil sector in creating the state budget. Also, US journalist Paul Roberts of Harper's Magazine participated in the training and gave a speech. In addition, a

brochure on the oil and gas sector was published and distributed, and six discussions on the oil and gas industry were conducted for journalists. As a result, 85% of those surveyed indicated that their professional level of writing and their knowledge of the topic increased as a result of the project's activities. This survey also showed that journalists continued to maintain contacts with the oil and gas sector representatives they had cultivated during the project.

### **Society Tahsil**

**\$34,803**

The countries of the South Caucasus are in the process of developing the key institutions necessary for free and fair elections. However, civic education and participation are just as important to securing democracy as formal institutions. Voter passivity is an especially significant problem, especially among members of the younger generation. Together with its partners in Armenia and Georgia, the Tahsil Society sought to increase the civic participation of young voters by formulating a comprehensive, research-based approach for educating young voters. The partners' voter education materials were designed for use by non-governmental organizations (NGOs) and mass media outlets to reach out to young voters. The three partners conducted a public opinion survey of the attitudes of young voters in each country - in Azerbaijan, the opinions of 1,000 young people were surveyed. In addition, the partners conducted content analysis of the local mass media most popular with young people, including 5 television channels and 10 newspapers in Azerbaijan. The results were published in Russian- and Azeri-language brochures, which were presented to media experts for their input. In addition, a training seminar was held to educate young journalists and NGO representatives about methods of presenting civic participation issues to a younger audience. Seminar participants decided to create an informal network of journalists and civic society activists familiar with the challenges of reaching young voters. The project provided a unique comparative analysis of young voter attitudes and media coverage in the countries of the South Caucasus and resulted in increased and coordinated efforts to educate young people about their civic responsibilities.

### **Independent Consumers Union**

**\$32,936**

In the countries of the South Caucasus, there are few functioning mechanisms to protect the rights and interests of consumers. As a result, consumers continually struggle with wide swings in product safety and quality. Working with their Georgian and Armenian partners, the project of Independent Consumers Union sought to secure the rights of ordinary consumers. The Union first identified the obstacles hindering the enforcement of existing consumer protection legislation by monitoring markets on a weekly basis. The results of project partners' analysis were published in a news supplement called "Consumer Press." In Azerbaijan, "Consumer Press" was published nine times on a monthly basis in the newspaper Alternativa. The project analysis was also reported nine times on monthly radio programs. Building on these efforts, the Union then developed recommendations for aligning Azerbaijan's consumer protection legislation with international standards and the requirements of the Council of Europe. The project began filling the informational vacuum regarding product safety and quality and activated a consumer movement in the South Caucasus region. To continue the Union's work on behalf of consumers, the Eurasia Foundation Azerbaijan Office awarded an institutional development grant to the Union to create the South Caucasus' first independent food testing laboratory.

**Khazar University****\$33,418**

The labor market has not adapted to changing market requirements, and universities in particular are not preparing students to enter today's job force. This project established a Career Services Center at the private university Khazar and trained the center's staff to act as job counselors. The center's goals were to help students identify potential job opportunities and internships, learn about employer's job requirements, and to help prepare students to meet these requirements. The center conducted a number of seminars and a career fair for 500 students. 10-12 students visited the office daily. The center's staff produced advertising materials and training handouts, and created a home-page. The center was also able to gain knowledge from some foreign programs operating in the same area. As a result, the center established contacts with 50 organizations that had potential staffing needs, and helped 18 students to find employment. The university is continuing to fund the Career Services center on its own.

**NGO Pilgrimm****\$33,380**

During the Soviet period the South Caucasus countries were a prime tourist destination, but the conflicts and economic depression of the past decade have undermined the tourism industry. Despite these difficulties, there is a growing interest in the world tourism market toward different types of niche tourism, including ecological and agricultural tourism. All the countries of the South Caucasus have attractive natural and cultural-historical sites, as well as a wide variety of flora and fauna, all of which could serve as a basis for eco-agrotourism. Additionally, the compact nature of the South Caucasus region provides a unique opportunity for the joint development of the eco-agrotourism industry in the three countries. Pilgrim and its partners in Georgia and Armenia used their grants to further the development of eco-agrotourism in the rural and cross-border areas of the South Caucasus. The project partners conducted market research on developing eco-agrotourism in the region and then began elaborating a set of marketing tools. The resulting tools include a regional magazine and a three-country website, as well as a database on accommodation available in the region and a series of joint eco-agrotourism tours. The project resulted in the involvement of a growing number of rural inhabitants in providing services for tourists, as well as stimulating the development of tourism-related small- and medium-size businesses. The project also facilitated the integration of national eco-agrotourism organizations into the international eco-agrotourism community by creating a favorable image for the South Caucasus region in terms of affordability and availability of niche tourism opportunities.

**Dirchalish Society of Economic Researches****\$29,422**

Promoting the development of SMEs in rural areas of Azerbaijan is crucial to the overall economic development of the country. This project supported the development of the fruit processing business, in particular, production sales promotion of dry fruits in five regions (Sheki, Zakatala, Kakh, Oguz, Gabala, Belakan). Seventy farmers received training and consultation on the topic of efficient dried fruit production, and an electronic geo-information atlas was prepared. Also, contacts were made with a number of governmental and financial institutions to establish access to low-interest loans for dry-fruit producers, and credit applications for seven dry-fruit businesses were prepared and submitted to Parabank. The project resulted in an increased number of SMEs involved in dry-fruit production, as the NGO was able to help five new dry-fruit production

businesses get started. In addition, some producers were able to gain access to low interest loans.

**Azerbaijan Culture Foundation**

**\$34,252**

To promote a higher level of professionalism in the Azerbaijani music industry through legal protection education. This grant supported the education of artists on the legal bases of Intellectual Property Rights Protection (IPRP), and the beginning process of creating a mechanism to further support copyright protection for audio products. A pool of experts was organized to attract the attention of target groups on the issue of IPRP, and coordinate project activities with these groups and other organizations, such as the agency for IPRP. Two round tables were conducted for 50 participants, as well as a seminar for target group participants (composers, musicians, singers, etc.) In addition, a brochure on intellectual property rights was published and distributed. The grant resulted in the NGO's improved image, visibility and expertise and the preparation of a model contract.

**Association of Women Journalists of Azerbaijan**

**\$33,806**

As the countries of the South Caucasus transition from a command economy toward a more market-based exchange, a host of new economic laws, regulations and terms have come into use. While the local media is the main source for economic news and information, journalists lack the skills to present economic issues in a way that is both informative and understandable for the average citizen. As a result, the general public has limited access to reliable and comprehensible economic news. Together with its partners in Georgia and Armenia, the grantee improved economic reporting through an extensive training and internship program for young economic journalists. The training participants interned at television stations, newspapers and information agencies. The journalists were able to meet with business and government representatives in their respective neighboring countries. The project also included a "training of trainers" component, publication of materials to be used in future seminars, and on-line cross-border conferences between the national groups of economic journalists. The grantees also created a regional website featuring a weekly electronic economic bulletin with reports and articles written by training participants. The bulletin was frequently re-printed in local newspapers, broadcast on national radio stations and sent to a weekly mailing list. As a result of the grantee's activities, professionally trained economic journalists in all three countries are already supplying the public with clear and detailed reportage.

**KRON Co Ltd.**

**\$34,939**

Providing support in legal education for small and medium-sized enterprises (SME) in under-served regions of Azerbaijan is crucial to developing rural private sector sustainability. The results of the organization's survey of over 300 entrepreneurs from Tovuz, Ganja, Sheki and Shamkir showed most small businesses had problems stemming from a lack of legal knowledge around tax related issues. Many entrepreneurs said they were not able to interpret and apply the tax norms without a qualified consultant and legal assistant, and some entrepreneurs in Sheki were unaware of tax exemptions on some of their activities and kept paying them until, with the help of this organization, they were made aware of their mistake. The project aimed at improving SME knowledge of the tax code in order to protect SME in court cases initiated by tax authorities and reducing tax related problems overall. The project funded the preparation/distribution of commentaries

to the Tax Law, 15 two-day interactive seminars conducted in Tovuz, Ganja, Shankir and Sheki for 300 SME representatives, and an impact evaluation of the project. The evaluation showed that court cases initiated against business decreased, and the number of court cases won by enterprises increased as a result of the project.

## Georgia

### **Autograph Ltd.**

**\$8,533**

The project of independent newspaper Kutaisi PS (Autograph Ltd.) was implemented within a Competition to Support Independent Regional Print Media, which was a part of the Pro Media II program for independent media, conducted in cooperation with ICFJ. The Competition aimed to support the independent regional newspapers of Georgia by improving their revenue generation and financial management capabilities, establishing alternative distribution systems, and improving the information coverage and quality of reporting. The project contributed to the newspaper's financial independence and improved its coverage and reporting by expanding the organization's local reporters and distribution network within the region and establishing 12 permanent columns covering, among other topics, anti-corruption initiatives, local news, regional governance issues, and NGO-sector activities. Project activities increased reader demand for the paper that resulted in increased retail sales (from 60-70% to 100%) and an additional 250 permanent subscribers. The project successfully implemented all planned activities and achieved the goals set.

### **Geonet Ltd.**

**\$31,211**

The Georgian wine industry has shown significant progress in the last few years. Export sales of local companies have increased substantially. However, despite notable successes, the growth of the industry has been limited by the influx of counterfeit Georgian wines into NIS markets. Individual companies have not succeeded in carrying out forceful information campaigns to protect their products from black market competition. This project sought to address the counterfeit problem in the wine industry through the creation of a comprehensive source of information on the Georgian wine industry. The grantee developed and launched a Georgian-Russian-English web-portal (URL: <http://www.wineandvine.ge>), which was promoted in the press and at an international exhibition. The web-portal includes information on Georgian wine producers and distributors as well as non-governmental and governmental organizations working in the field. It includes regulations governing wine production, distribution and brand protection and descriptions of locally produced wines, industry statistics, etc. The web site features a special warning section about counterfeited Georgian wines produced in the NIS. Since it was launched, the number of visitors to the web site has been rising steadily. This tendency suggests that the web site is addressing a demand for information on legally produced products and the problems of counterfeiting in the industry. The registered members of the web site regularly update information on their products and company information. In the future, individual companies may increasingly use the site as an electronic commerce tool for business-to-business interaction.

### **Union International Association Civitas Georgica**

**\$31,415**

Combating corruption and increasing the public's involvement in local decision-making are among the most important and compelling concerns facing Georgian society. At the local level corruption is often caused by the lack of interaction mechanisms between local government bodies and the public. The project sought to support establishment of these mechanisms by providing training on how to ensure local government accountability and

transparency for 280 representatives of local councils, businesses, NGOs, and the media in seven towns of Georgia. On the basis of the training materials and an evaluation of their effectiveness, 2000 copies of the manual were published and distributed. Training participants developed strategic plans on how to improve transparency of local government bodies in their hometowns. The activities implemented through these plans included creation of the committees of public advisors for local government bodies, involvement of the representatives of NGOs and mass media in privatisation commissions, publication of brochures publicising implementation of local budgets, organization of public budget hearings etc. These activities were particularly successful in five of the seven towns, where the preconditions for transparency, i.e. active civil groups, independent mass media and political will of government bodies were present.

**Association for the Development of Student Self Government**  
**\$33,367**

In Georgia today, corruption is present in all spheres and at all levels of government. It impedes the economic development of the country, reduces citizens' trust in government and fosters a sense of public apathy. In the Georgian system of higher education, corruption is rooted in policies and practices leftover from Soviet times. Along with its general destructive impact, corruption in education has a very negative effect on the young generation, beginning their academic careers in an environment of double standards. It is difficult to expect graduates from institutions where decisions are based on bribing and nepotism to become active promoters of democratic values. This project, implemented within the Eurasia Foundation's Rule of Law Competition, supported the increased involvement of students and instructors in decision-making at institutes of higher education in Georgia. The grantee established student-led self-governance councils in two of the country's most prestigious universities. The grantee also published twelve monthly newsletters, held a conference, and established a regularly updated computer database that includes all legal acts relating to state universities. The project gained significant recognition and resonance, not only within the student community, but also in society at large, as it was the first step towards making the higher education system more transparent. The project received regular media coverage and the Open Society Georgia Foundation financed a series of students' elections. Students from other institutions in Georgia contacted the project group to exchange experiences.

**G&G Audit, Ltd.**  
**\$34,972**

Sakrebulo (local councils) in Georgia have limited access to reliable, current information about recent legislation and issues affecting local policy. Often, sakrebulo members are unfamiliar with the budget process used to distribute public funds. These factors hinder the ability of local legislators to make sound policy decisions. At the same time, this lack of information about the legislative process makes it difficult for sakrebulo constituents to understand the role and responsibilities of local government in resolving community issues. This project sought to address these problems by creating a computerized database of local legislative acts that was made available to sakrebulos and the general public. In addition, the grantee held a series of informative seminars on the budget process for sakrebulo members. To ensure greater transparency in local decision-making, the activities of local councils were publicized in a monthly bulletin created by the grantee, and a Council of Public Advisors (Satatbiro) was established and arranged several meetings to discuss community problems. Satatbiro continues to exist after completion of the project. Interviews conducted with local NGO activists and citizens as part of the project evaluation suggest the effectiveness of the bulletin in informing the

public about local government decisions. Nevertheless, the project raises sustainability concerns. The post-project evaluation revealed that the project failed to develop permanent formal mechanisms to ensure regular update of database information and its dissemination to local councils.

### **Chokhatauri District Sakrebulo**

**\$33,478**

Newly established local councils often have an incomplete understanding of legislation concerning local government and local budgeting procedures. This lack of knowledge prevents them from making sound policy decisions. At the same time, the public is often unaware of local government procedures and unaccustomed to bringing community needs to the attention of local councils. These problems are particularly acute in remote districts like Chokhatauri and make local government inefficient and ineffective in addressing important local concerns. This project sought to improve the effectiveness and transparency of Chokhatauri local councils and to increase public participation in local decision-making. It included a series of seminars for local council members on legislation governing local self-government and budget development, as well as an information-sharing meeting with three other district councils from Guria and Borjomi. The activities of local councils and local budget data were publicized in a monthly insert in a local newspaper and in a special magazine. In addition, the grantee established a public relations service and conducted open budget hearings in the villages. All of the proposed project activities were fully completed. The public hearings were particularly successful, and suggestions made by local citizens were incorporated in the 2001 district budget. Results of pre- and post-seminar tests indicate that the council members who attended the seminars learned a great deal. In addition, seminar participants developed a special appeal to the Georgian Parliament, supporting arguments for amending the bill on local budgets based on the case of Chokhatauri.

### **Mesachis Imedi Car Owners Union**

**\$22,365**

Law enforcement bodies remain one of the least transparent structures. Violation of car owners' rights is closely associated with corruption of the police employees, low legal awareness and low civic participation of the population. The project of NGO Mesachis Imedi addressed these issues in Ozurgeti region. It contributed to prevention of the abuse of power by law enforcement agencies through the following activities: (1) citizen monitoring of the traffic police, (2) providing information to the public on the respective rights and responsibilities of drivers and law enforcement officers, and (3) offering consultations to the public on methods for submitting complaints about violations. The project established a monitoring group, provided 177 car owners with consultations, broadcasted 12 television programs, conducted four seminars for drivers, distributed four types of leaflets, published 6 issues of the newsletter "Mesachis Imedi," and carried out a telephone survey. The project successfully implemented all planned activities and achieved the goals set. The high motivation and commitment of the project staff to the project aims and goals resulted also in the fact that the group gained a strong standing in the NGO sector locally.

### **Lanchkhuti Raion Local Councils Association**

**\$30,908**

The shortage of reliable information and a lack of transparency in decision-making has created barriers to Sakrebulo (local councils) to perform their duties in a more effective and professional manner. Sakrebulo lack access to accurate information about recent

legislation, local demographics, socioeconomic statistics, and other information specific to their regions. Additionally, sakrebulo members often don't know how the budget process works, hindering their ability to make sound policy decisions. The goal of the competition was to raise the level of transparency and accountability of the elected local councils. The project was focused on increasing the transparency and accountability of Lanchkhuti district, Lanchkhuti city and rural councils, securing wide public participation in local decision-making and in a budgetary process, enhancing professional qualities of local council officials of each level, and devising mechanisms of public oversight on local government and self-government activities in this region. With the support of the Eurasia Foundation, the grantee addressed the need for comprehensive data by equipping the Lanchkhuti district with a publicly accessible database and by training of the representatives from village and city councils on how to collect and process data. As a result, an information center within the council's association was established, and 11 issues of information bulletin were published and distributed. The information centre provided information to 356 individuals, including local officials, Councillors, representatives of local NGOs and media.

**Jvari Ecological, Educational, Humanitarian Association**  
**\$33,027**

Newly established local councils often have an incomplete understanding of legislation concerning local government and local budgeting procedures. This lack of knowledge prevents them from making sound policy decisions. At the same time, the public is often unaware of local government procedures and unaccustomed to bringing community needs to the attention of local councils. These problems are particularly acute in remote districts like Jvari and make the local government inefficient and ineffective in addressing important local concerns. The project team sought to improve the effectiveness and transparency of Jvari local councils and to increase public participation in local decision-making. They conducted a series of seminars for local council members on legislation governing, local self-government, and budget development. The seminars received positive assessment from participants. A special library with literature on local government was created. The activities of local councils were publicized in a monthly bulletin. In addition, the grantee established a consulting service for the public on the issues of local governance and conducted public discussions of draft laws related to local government. The recommendations made by local citizens regarding draft laws were sent to relevant ministries and parliament committees.

**A&A Ltd.**  
**\$9,864**

Development of a strong and independent media is one of the main conditions for democratic development. However, printed media in Georgia, and especially in the regions, is still weak, and it lacks professional personnel, financial stability and technical facilities. The project of Poti (A & A) addressed these problems. The project of the independent newspaper Poti (A & A) was implemented within a Competition to Support Independent Regional Print Media. Its aim was to support the independent regional newspapers of Georgia by improving their revenue generation and financial management capabilities, establishing alternative distribution systems, and improving the coverage and quality of their reporting. The Competition was a part of the Pro Media II program in support of independent media, implemented in cooperation with ICFJ. The project contributed to the newspaper's financial independence and improved the quality of its reporting by 1) implementing an effective advertising strategy by publishing quarterly advertising booklets, devising advertising strategy, decreasing prices for advertising and

establishing long-term partnerships; 2) improving the format, design and quality of the paper by introduction of new rubrics and making contracts with two information agencies; 3) strengthening the organization's technical base by equipping the office with computers and other office devices. Project activities increased reader demand for the paper that resulted in increased retail sales (from 60-70% to 100%) and an additional 250 permanent subscribers. The newspaper continued to distribute the free copies for placement on the stands all over the city. The project successfully implemented all planned activities and achieved the goals set.

**United Nations Association of Georgia**  
**\$14,648**

Over the last few years, numerous NGOs emerged in the regions of Georgia. Their activities were not subjected to in-depth analysis. To fill this gap the project team conducted an assessment of local NGOs that can be mobilized to facilitate oversight of government activities and to assist area businesses in eight towns of Georgia. In the final report the grant-recipient provided an analysis of socio-economic conditions in the selected towns and most importantly, an evaluation of NGOs working in the areas of government transparency and business development. The paper also included recommendations for donor initiatives in the above fields, proving an assessment of local needs in the target regions and an evaluation of the readiness of local organizations to carry out the projects. The findings of the paper were applied by the Eurasia Foundation - Georgia during design and implementation of its 2002 NGO Watchdog competition. In addition, various international and local organizations expressed their interest in the report. The applicant is currently applying the expertise gained in the course of the project in its research of regional NGOs, which is carried out through the USAID-funded Citizen's Advocate Program.

**Business Law Center of Georgia**  
**\$24,549**

One of the important conditions for proper operating of non-governmental organizations is knowledge of applicable legislation and access to reliable information sources. In Georgia activities of organizations, which aim at development of NGOs contribute to development and strengthening of the whole sector. The project of the Business Law Center of Georgia addressed these issues. It aimed at support of civic society development through more comprehensive and accessible information regarding NGOs in Georgia. The project developed an NGO manual, namely Directory for Non-Commercial, Non-Governmental Organizations, which outlined important issues for Georgian NGOs relating to legislation, taxation, labor relations, office work, and bookkeeping. The Business Law Center of Georgia published 2000 copies of the Directory, in Georgian, English and Russian languages, distributed part of it for free in the regions and sold the other part and placed the electronic version on the web site ([www.geobl.org/ngo](http://www.geobl.org/ngo)). The project successfully implemented all planned activities and achieved the goals set. The organization acquired a solid and reliable reputation and managed to obtain a position of representative of NGO sector when communicating with governmental bodies and the Parliament on issues related to drafting the legislation related to NGO sector.

**Regional Association of NGOs Shida Kartli**  
**\$31,194**

The development of SMEs in the regions is hampered by the limited access of local entrepreneurs to legal information and business consultations and trainings. The project

sought to address this need by establishing a partnership between the leading regional NGO resource center and local businessmen in Khashuri rayon of Georgia. It included a series of seminars for local businessmen in laws regulating the SME sector, business management and marketing practices. The grant recipient also provided legal and business consultations and office support for local businessmen. The NGO developed the magazines, TV and radio programs, which focused on the problems hampering development of the business sector in Khashuri rayon. The project also tried to improve advocacy capacity of local businessmen by arranging meetings between entrepreneurs and the representatives of local government bodies. The participants of the trainings emphasized the usefulness of the instruction in a survey conducted by the grant recipient. The grant recipient did not present indicators of the quality of other components of the project. The same is true for the availability of the data that would allow evaluation of the impact of the project on the development of the SME sector in the region.

### **Psychometric and Consulting Association**

**\$34,081**

The majority of Georgian companies do not have policies and methods for effective human resources management in place. At the same time, job seekers lack access to career development services. The project addressed these needs through the establishment of the Personnel Management Center. The Center combines two functions. It provides private firms with personnel management-related training and consulting services. At the same time, it offers career development advice and training to young graduates. The project included a wide range of activities, such as the development of tests and methods for personnel management, identification of a package of services to be provided by the Center, various meetings with potential clients of the Center, seminars for young graduates in career planning and resume writing techniques, and creation of data banks with vacancies and job seekers' CVs. The solid demand for the services provided by the Center point to the success of the project. Post-grant period activities indicate that the grant recipient managed to achieve both financial and programmatic self-sustainability. The Center concluded new contracts with various companies, provided assistance to individuals in finding jobs, arranged personnel trainings for interested organizations, etc.

### **Marine Agents and Brokers Association of Georgia**

**\$14,544**

The transport sector is one of the most dynamic industries of Georgia. Marine transport is growing rapidly because of the country's geographic location. Maritime agencies act as representatives of ship owners in various business transactions. This service sector is new for Georgia and faces various difficulties, including problems related to accessing reliable information on ship and cargo flows, the need for introducing international regulations and rules governing the sector, and the necessity for upgrading professional qualifications of the managers of maritime agencies. The project sought to address these problems by supporting start-up activities of the Association of Maritime Agencies and Brokers. The project included research into the needs of maritime companies, a membership drive, creation of a database of ship and cargo flows in Georgia's port of Poti, publication of a handbook containing excerpts of legal acts regulating the activities of maritime agents, and a seminar on the same topic. The project's greatest outcome was the association's eligibility for membership in the Federation of National Associations of Maritime Agency Companies (FONASBA). With the assistance of FONASBA, the Association has been working on the introduction of international standards governing the activity of maritime agencies in most of international ports. The association

developed the draft of the rules regulating the activity of maritime agencies, which was sent to the respective commission at the parliament of Georgia for consideration. It is now being considered by a special commission at the Ministry of Transport. In the future, the association plans to add to its membership base.

### **Young Scientists Club of Ozurgeti**

**\$32,685**

The shortage of reliable information and lack of transparency in decision-making have created barriers to Sakrebulo (local councils) to perform their duties in effective and professional manner. Sakrebulo lack access to accurate information about recent legislation, local demographics, socioeconomic statistics, and other information specific to their regions. As a response to the challenge, EF launched a competition to support LGs through establishing the Local Councils Information Centers (LCICs) and subsequently a tender for a linkage grant. The project of the Young Scientist's Club of Ozurgeti (YSCO) sought to develop a program of comprehensive, user-friendly and easily accessible database for newly created LCICs and to deliver the assistance to the information centers that would enable them (1) to develop necessary skills, (2) to elaborate appropriate methodology needed for proper maintenance of the data (such as collection, clustering, processing and upgrading), and (3) to share the experience among LCICs. (4) to create a joint web site that would make possible to share collected data. Within the framework of the project, YSCO implemented the following: (1) The electronic database was created and installed in all five LCICs, (2) the staff members of LCICs (approximately 50 individuals) were trained, (3) various types of assistance (such as upgrading the system, linking with partner LCICs, sharing approaches etc.) were delivered to all LCICs, and (4) the database has been uploaded to the world wide web. However, the grantee did not manage to develop a user-friendly and easy-to-search database, and the consultations provided to the LCICs were not enough for perfection of their skills in access and processing of local information.

### **Civil Development Association of Georgia**

**\$24,272**

The project was implemented within Rule of Law initiative of the EF and its goal was increased control over and facilitation of transparency of local government, improved citizen access to information about the activities of the local councils and executive authorities in the town of Lagodekhi. The Georgian Civic Development Association increased government accountability by improving citizen access to information through monitoring the activities of local government agencies with particular focus on budget execution. Information collected during monitoring was shared with the local population and NGO community through 22 issues of a regular bulletin distributed through volunteers at 15 local councils (Sakrebulo), regular open meetings, and through coverage in the local media. The project advocated citizens' rights by regular legal consultations at the office (110 persons) and through lodging complaints and inquiries to the relevant governmental bodies. Post boxes installed at the Rayon Sakrebulo collected feedback from the population. The project successfully implemented all planned activities and achieved the goals set. It consolidated the local non-governmental community and media and ensured coordination of their efforts through the establishment of the Public Board at the local council and creation of the Union of NGOs of Lagodekhi region.

### **Insurance Association of Georgia**

**\$34,503**

In the South Caucasus countries, neither society nor the government fully recognizes insurance as one of the primary means of economic and social protection. The industry contends with a host of problems: lack of information about available insurance services and the subsequent low demand; few professional training opportunities and a resulting shortage of qualified professionals; and lack of openness to regional and international integration. To address these problems, the partners promoted joint activities for the integration of the South Caucasus insurance markets into the international insurance infrastructure. The project partners developed standardized Insurance General Conditions (IGC) similar to those in the US and Germany. The new IGC makes it easier for the general public to understand and choose between insurance policies and, if widely distributed, the IGC will facilitate cooperative insurance efforts across the Caucasus. In addition, the partners designed a certificate program for professional insurers and offered it to educational institutions in all three countries. Project results were presented in seminars in each country and at the international conference entitled "South Caucasus Insurance Markets - Synergy and Integration" that took place on May 28-30, 2001 in Tbilisi, Georgia.

### **Svaneti Tourist Association**

**\$11,091**

The mountainous region of Svaneti has tremendous potential for tourism development. Indeed, over the past few years, a substantial tourism infrastructure has been developed. Nevertheless, security problems within the region, together with insufficient funds for advertising and tourism promotion, have made it difficult for individual companies to attract visitors. Through the project, the grantee sought to address the second set of problems while simultaneously collaborating with the governmental agencies to ensure the security of tourists traveling to the region. The grantee created and distributed promotional brochures and launched a website (URL: [www.svaneti.org](http://www.svaneti.org)). In addition, management and marketing training was conducted for representatives of local tour companies. Participants reported that the training was very useful, and an external expert from a leading capital-based firm positively evaluated the promotional materials. So far, the project's promotional campaign has contributed to the inflow of around 40 tourists into the region. In the future, the association is planning to support further partnerships between local firms and international travel companies identified through research conducted as a part of the project. The website will be expanded to include detailed information on services offered by individual companies and guesthouses. The grantee also envisages establishing a fully functioning representative office in Tbilisi, which will be more actively involved in promoting the region and establishing partnerships with capital-based firms. As an offshoot of the program, work will be conducted with government agencies to address the security concerns of travelers.

## **Kazakhstan**

### **Republican Scientific Technical Library**

**\$21,397**

The project's goal was to help libraries adapt to the post-Soviet environment by training librarians in attracting funding, managing their institutions and providing services to businesspeople. Prior to the project, the grantee surveyed 720 librarians, including 70 library managers. Less than half of those surveyed felt that staff training was satisfactory, and virtually all were willing to send their staff for training. In response, the foundation, in partnership with the Open Society Institute, supported a center for continuing education for library managers, which trained eighty librarians during the grant period. Upon returning to their libraries, one participant conducted a market study of readers' needs, another held a publicity campaign, and several instituted competitions for librarian of the month. The grantee has continued training librarians and has opened a satellite center in Karaganda for librarians in northern and central Kazakhstan. More than forty of the training participants implemented an information consortium, which shares resources and is planning to apply to the Finnish government for further assistance.

### **Center of Legal Initiatives Public Foundation**

**\$19,340**

Prior to this grant, Kazakhstan did not have special courts for economic disputes. A lack of expertise in business matters, combined with concerns over corruption, deterred businesses from seeking to settle matters in court. To address this, the grantee set up an independent arbitration court in the East-Kazakhstan Oblast. During the grant period, companies wrote 40 contracts with clauses agreeing to use this independent arbitration court. Also, the court settled 15 disputes. However, two recent external risks have mitigated this court's attractiveness. First, the Supreme Court ruled that decisions made in arbitration courts are not binding. Second, special economic courts were established by the government.

### **Mangistau Oblast Administration for support of small business**

**\$8,648**

Mangistau oblast is one of the oil regions in Kazakhstan. In 1999, with the help of sponsoring from several oil companies and the region's budget, a microcredit program for entrepreneurs has been developed. In 1999 and 2000, 280 microcredits totaling \$530,000 were awarded. One of the challenges of the program was the low level of knowledge of entrepreneurs about the market economy. Therefore, the quality of business plans was not very high. The goal of the project was to teach the basics of entrepreneurship to beginner entrepreneurs of Mangistau oblast. In addition, the project included free training on the organization of small enterprise microcredit to the best participants. Unfortunately, the oblast administration could not finish the project. Due to a change in administration the project director was changed. Only 6 out of 24 planned seminars were conducted. During the project, 97 people were trained instead of the original 450 planned. The grantee appeared to be an ineffective training organizer. Therefore, a decision to stop financing the project was made, despite the fact that all the tasks had not been accomplished. On the basis of this experience, it is not recommended to give finance on training projects to local administrations.

**Kazakh National State University - Al-Farabi****\$34,939**

Kazakhstani universities lack economics professors and coursework that adheres to western standards. This project reopened an institute for professional improvement, which during Soviet times provided continuing education to professors. The New Economic School, Moscow, sent professors and contributed funding to train their Kazakhstani colleagues in how to teach core Economics subjects. The trained professors then continued to offer courses for other colleagues. In total, 264 professors were trained. The success of this project convinced the education ministry to support and expand the work of the continuing education institute to cover law, journalism, mathematics and other disciplines.

**Taxation Culture Development Fund - Public Foundation****\$29,963**

It is widely recognized that small businesses form the flexible backbone of a developing economy. To improve their viability, the grantee aimed to ease the ability of small businesses in Kazakhstan and Kyrgyzstan to conduct cross-border trade. A series of roundtables were held to discuss the problems, and a brochure was published and distributed detailing possibilities for trade. The grantee's ultimate goal was for the Kazakhstani government to accept its recommendations; however, during the grant period, the relationship between the grantee and government officials became increasingly polarized, and the recommendations were not accepted.

**NGO Informational Center - Kazakhstan Press Club****\$34,983**

This grant is part of the Regional Independent Media Support Initiative (RIMSI), which seeks to strengthen newspapers' editorial independence through improving their financial independence. The grantee conducted trainings for participating newspapers in management topics. A program evaluation showed that most papers changed their operations based on these trainings. Some hired advertising and sales directors, solicited reader feedback, changed layout, created mission statements, and introduced financial planning and budgeting systems. Six papers increased advertising revenues through methods including rate hikes, discounts, and promotional ads on city buses. Seven papers reported circulation increases. Despite these improvements, nine papers are believed to still operate at a loss. Based on this positive evaluation, the Foundation is continuing RIMSI for a second year.

**Academy of Economics and Finance****\$26,234**

This project was one of several undertaken to address the lack of well-trained, modern economists in Kazakhstan. The five-to-ten-year goal is to develop a critical mass of economists, who could then obviate the need for studying abroad and contribute to improved government decision-making. The immediate goal of this project was to prepare students for the master's of economics program at the New Economic School in Moscow, with successful applicants receiving scholarships under a separate grant. The grantee created and taught preparatory courses focusing on the major weaknesses of Kazakhstani students: English and math. Of 32 students, two passed the New Economic School exams and now attend courses with the help of Eurasia scholarships. Moreover, four were admitted to the master's of economics at Charles University in Prague. This grant illustrated the low level of preparation of economics students in Kazakhstan. The

grantee this year will continue the preparatory courses on a paid basis that should allow for self-sustainability.

**National Library, Republic of Kazakhstan**

**\$34,381**

Kazakhstan has a lack of public policy and economics researchers, which leads to difficulty identifying and addressing social needs and hinders public participation in decision-making. This grant, one of several the foundation has made to address this deficit, opened a resource center at the national library for independent researchers and university professors. The center provides literature, periodicals and internet access, and receives an average of 80 visits a day. More than twenty researchers have published works based on research done at the center, and forty-three students have used the center to prepare their theses papers. The Economics Education and Resource Consortium contributed an on-line database of economics publications.

**Public Foundation National Consumers' League of Kazakhstan**

**\$31,901**

Kazakhstani law protects consumers, yet without knowledge of the law, consumers cannot defend their rights. In addition, defending oneself as a consumer is seen as a training ground for the defense of other rights. The grantee introduced a consumer-rights teacher's manual into high schools and universities. The grantee held two three-day seminars to introduce the curriculum to 40 teachers. Participants then introduced the curriculum into 20 schools on a pilot basis. Following this, the education ministry made a course on the basics of consumer rights optional for 10th and 11th grades across Kazakhstan. An important lesson learned from the grant is the advisability of involving the Ministry of Education in the introduction of new educational materials.

**Akimat of the Lisakovsk City**

**\$28,543**

The Soviets created about 20 small cities in Kazakhstan that centered on a single industry, usually taking advantage of local natural resources or geography. The economic bases for these monocities have proven fragile, and one solution is to diversify the economy with small and medium businesses. Lisakovsk decided to take this approach, and this grant supported the writing of a development plan through 2010. Professors, government officials and foreign experts from the city itself and the provincial center took part in developing the plan. Public hearings and the media were used to receive citizen input. In addition, the plan was publicized as a model among other monocities and in the national government. As a result, the city administration gained a better understanding of opportunities for diversification with wide citizen input, and other monocities were introduced to the need and approach for economic diversification. Following the grant period, the Urban Institute decided to use this strategic plan as a model for other small cities in Kazakhstan.

**Kazakhstan Association of Business Incubators and Innovation Centers**

**\$34,992**

At the beginning of 2001, a tendency to search for new means of supporting small and medium-sized enterprises appeared. From 1999 to 2001, twelve business incubators and technoparks were formed. However, they lacked understanding and necessary support from the state and local governments. It took a lot of effort to prove the usefulness of their work to the administration. Moreover, managers of Kazakhstani incubators were isolated from each other. They were unfamiliar with the work of their international

counterparts. The goal of this project was to create good conditions for well-functioning business incubators as an innovative way to support small and medium enterprises. The grantee conducted an international conference on the problems of development for business incubators and technoparks. Local experts were trained and a manual on the creation of a business incubator was published. As a result, a legal basis for the development of business incubators and technoparks was established. The government now considers help to them on central as well as local levels. There is a team of trained consultants and experts able to spread the ideas of business incubation around Kazakhstan. The Kazakhstan Association of Business Incubators became a member of several international groups, such as Science Park and Innovation Center Expert Group. Moreover, the project fostered growth of the organization. At the end of the project, the number of the Association's members increased from 11 to 17. This project showed that entrepreneurs and state bodies are both interested in seeking new approaches to the problem of developing new forms of business and are ready to cooperate in this area.

### **Confederation of Non-government Organizations of Kazakhstan**

#### **\$11,716**

So-called social partnerships, in which government bodies contract with NGOs to perform social services, are viewed as both a source of local financing for NGOs and a tool to promote cooperation between citizen and government representatives. Yet in Kazakhstan, skeptical or unknowledgeable government officials and inadequate legislation have largely prevented these from being established. Therefore, the grantee traveled to six cities to conduct seminars with government and NGO representatives and, as a result, fourteen working groups have been formed to explore possibilities for NGOs to deliver social services on a contract basis. The grantee and the working groups have helped push for legislation easing the creation of social partnerships, which is now before parliament.

## Kyrgyzstan

### **Public Union "ASIMO" (Association of specialists of interactive methods of teaching)**

**\$25,567**

The growing number of both local and international non-profit organizations delivering social services and implementing development programs in Kyrgyzstan fosters program development, efficiency, and the fiscal accountability needed for sustainability on the competitive market. This raised the need to introduce a systematic program evaluation that would provide as valid and reliable data as possible to draw lessons, to provide strategic recommendations, and to demonstrate results and impacts of intervention efforts. To address this need, the local association of trainers, ASIMO, allied with Russian leading evaluation trainers in order to design an evaluation training program. The training resulted in establishing a local consulting company, The Bureau of Monitoring and Evaluation, with professional evaluation cadre and publishing the first evaluation handbook reflecting local trends and opportunities in the evaluation field in Kyrgyzstan. As a result of the project, six part-time evaluators provide both internal and independent evaluation services throughout the country and 125 copies of the handbook were disseminated among training participants, local non-profit organizations and throughout the donor community. In addition, a group of independent local evaluators have developed additional evaluation training models and contribute to the international professional network, such as International Program Evaluation Network (IPEN) and International Evaluation Development Association (IDEAS). The internal evaluation of the project highlighted a lack of local demand and, therefore, a need for practical experience and market training for local professionals to commercialize monitoring and evaluation activities. The Eurasia Foundation concluded by recommending a cross-sectoral approach in developing comprehensive national Evaluation Capacity Development Strategy to local professionals, interested non-profit organizations, and international donors.

### **Institute of Retraining and Professional development of personnel under KSNU**

**\$24,110**

Many farmers are unaware of Kyrgyz agricultural reforms, which have constrained the improvement of agriculture in the country. The grantee created four educational centers throughout several regions. Eight three-day seminars were conducted for 230 people, of whom fourteen were themselves trainers. One thousand copies of an informational booklet on land use was published, 600 of them in Kyrgyz. The grantee established a partnership with Chemonics International and the public fund "Kalys Consult" to institutionalize their training programs.

### **Kyrgyz Stock Exchange CJSC**

**\$16,318**

The securities market is constrained by a lack of technical expertise in using information systems in the Kyrgyz Stock Exchange. The grantee introduced a computer training program in on-line bidding systems, including seven study courses, the creation of a legal database on securities trading, and the creation of a web site for their study center. Six hundred seventy-nine people attended theoretical and practical training courses on securities trading. Seven partnerships with leading Kyrgyz Universities led to the

development of similar courses and internships for undergraduates. Given the sluggish development of the Kyrgyz Republic's financial sector and stock market in particular, it must be noted that the grantee will likely be unable to become a sustainable, self-financing institution in the near future

**NGO Consumers Rights Protection Union**

**\$15,613**

To inform and educate citizens about their rights as consumers, and to advocate for consumers' rights, five informational seminars were conducted. Four roundtables were also organized to discuss the law "On the Protection of Consumers' Rights" in four rayons of Osh oblast and in Osh itself. Seventy-nine articles on topics such as "Consumers and the Market," "Consumers and Rights," and "Do You Know Your Rights as a Consumer?" were published in Kyrgyz-, Russian- and Uzbek-language newspapers. Four consulting centers on consumers' rights were established in Osh oblast. Three thousand five hundred twenty-two people received consultations over the course of the project. The organization was able to increase its organizational capacity and is now one of the leading consumer advocacy organizations in southern Kyrgyzstan. The NGO "Consumers' Union of Osh Oblast" developed a partnership proposal with partners in Tajikistan and Uzbekistan to educate citizens of the Ferghana Valley on their consumer rights.

**Public Association "The Young Lawyers of Kyrgyzstan"**

**\$18,491**

The legal consultation center was opened to provide disadvantaged citizens of Naryn oblast with access to qualified legal assistance free of charge, as well as to improve law schools' curricula by introducing mentored internships at the center. Students improved their practical legal skills while citizens received help in solving a wide spectrum of legal issues, which they otherwise would not have been able to address. One thousand three hundred-fifty three people received free legal services, which included site-visits to fifty rural villages and administrative districts. Lawyers helped bring nineteen cases to court, six of which were decided successfully. One thousand four hundred seventy clients received free access to legal literature and twelve legal educational seminars were conducted for young lawyers and students of Naryn State University. The organization set up a student law clinic in the Naryn State University.

**Public Association of Initiative Youth Ceonis**

**\$17,154**

Unemployment is a problem among young people in Kyrgyzstan. The grantee developed a project to help teens find jobs through an employment database and by establishing labor exchanges with employers in Bishkek and Tokmok. Fourteen hundred and twenty young people were able to find jobs through the grantee's website and employment programs. A special program has also been developed to employ youth for seasonal work at Lake Issyk-kul during the tourist season. The grantee is currently expanding its program into southern Kyrgyzstan.

## Russia

### **Sib-Info-Center Non-Commercial Partnership**

**\$22,712**

The project team began work under the assumption that corrupt practices within bodies of executive power can be prevented by broader public access to information on governmental activities and decisions. In addition, it was assumed that public control over governmental activities might also help prevent officials from making poor decisions. The project resulted in the development of two pieces of legislation: "On independent public expertise" and "On accessing information related to activities and decisions of bodies of local self-government of the city of Novosibirsk." Both pieces were submitted to the local legislature and are to be considered during the fall (2002) session of the Novosibirsk City Duma. In addition, the project team developed a draft concept of a municipal website, which would grant users access to municipal information. The concept won an award within a special municipal competition and was adopted as the basis upon which the municipal website will be developed.

### **Institute of Psychology, Business, Political Science and Law.**

**\$19,618**

Historically, one of the ways in which corruption has occurred is through the improper allocation of federal and regional resources. According to research by the grantee, legislators at the pre-award stage of a publicly-bid project sometimes do not know about the appropriate legal mechanisms for allocating local resources, and the general public is even less informed. To address this problem, the grantee proposed a program using the rule of law as a tool to prevent corruption in the management of state and municipal funds. Based on foreign experience and existing legal norms concerning the allocation of local resources, they developed the legal mechanisms for making these procedures more transparent, published a brochure "Legal Mechanisms for Corruption Prevention in the Management of State and Municipal Resources," and distributed it among legislators, government officials, lawyers, entrepreneurs, scientists, and teachers at institutes of higher education. These mechanisms were presented at the conference "Current Problems of Corruption Prevention in the Far East District" to 50 representatives of Eurasia Foundation grantee organizations, the Administration of the President's Plenipotentiary in the Far Eastern Federal District, government bodies, law enforcement agencies, researchers, lawyers, and entrepreneurs from eight Russian Far East territories. According to the final grantee report, the project materials are being used by NGOs to protect their rights and to fight corruption, as well as to train students of law departments at a number of educational establishments in Moscow, St. Petersburg, Tumen, Khabarovsk and Vladivostok. It is expected that in the future, the guidelines which were developed under this grant will help strengthen public oversight over local governments in the regions.

### **Northern Caucasus Resource Center**

**\$32,380**

The non-government sector in the South of Russia is weak. Most NGO leaders have poor skills in how to attract resources for their organizations. Under this grant, the NGO resource center trained 20 NGO leaders from 5 cities on how to collect private donations. The trained leaders organized 16 test actions in their cities and collected donations to the

amount of 13 thousand dollars. The resource center summarized the best practices and distributed them to 500 NGOs in Russia.

### **Volga Regional Academy of Civil Service**

**\$27,318**

Addressing the issue of poor practical skills that graduates of local business schools obtain, the grantee initiated introduction of special training on Situational Management in pure academic education of one of the leading local universities. Under the grant students acquired practical skills that improved their motivation and education results. The grant disseminated the lessons learned to other local universities. As a result local professors apply interactive educational methods to university curricula, however, the majority of university educational programs are still academic and do not satisfy local businesses' demand.

### **Rostov State University**

**\$21,952**

Thanks to this grant, local NGOs obtained a real opportunity to solve their clients' acute problems while the municipality improved the efficiency of its social services. The grantee trained fifteen municipal officers on how to conduct municipal grant competitions and thirty NGO leaders in project management. The municipality assigned budget funds and, in partnership with a community foundation, implemented a municipal grant competition. As a result, six NGOs received and implemented grants. The municipality introduced regular grant competitions and distributed best practices through training among thirty municipal officers of other oblast cities and towns.

### **State Fund for Small Business Development of Murmansk Oblast**

**\$23,997**

In order to succeed in a tough business environment, Russian businesses, like businesses everywhere, must have access to legitimate credit. The project implementers developed a micro finance program in the Murmansk region, providing small businesses with access to capital. Project implementers trained credit officers from eight districts, who in turn consulted entrepreneurs and disbursed more than 250 micro loans using their own funds and a loan from the Federal Fund for SME Support. During the project, three branches of the State Fund of Small Business Development were established in towns in the Murmansk region, providing many entrepreneurs with their first access to credit. In addition a brochure on issues of microfinance was published and disseminated among more than 150 entrepreneurs. All materials were also posted on the Internet (website: [www.microcredit.murman.ru](http://www.microcredit.murman.ru)).

### **5th Block Board of Self-Governing Organizations**

**\$13,535**

Responding to the crucial problem of ineffective performance in public housing sector, the grantee encouraged local citizens to initiate introduction of housing meters. The two housing cooperatives, at their own expense, installed collective housing meters. The grantee summarized the lessons learned and demonstrated to one hundred twenty-eight homeowners' associations the advantage of paying for actual utility usage. The homeowners received access to the best practices and a database of local suppliers. As a result, the municipality initiated a center for energy-saving technologies that will further stimulate homeowners and local businesses to introduce effective approaches to solve housing issues.

### **Russian American Business Education Center**

**\$16,171**

Like many other regions of Russia, Sakhalin Oblast offers numerous entrepreneurial possibilities, but few ways of financing them. For example, since 1999, there was only one credit consumers' cooperative on the island, but, due to various reasons, it was non-operational. To address this problem, the grantee applied the experience of the Moscow Credit Union League and the First Far Eastern Consumers' Credit Union (a previous successful grantee) in starting an informational and consulting center. This center presented a series of informational seminars, consultations and specialized materials on credit union activities to over 100 representatives of local administrations, businesses and NGOs. The project team also organized an intensive training program for instructors, managers and accountants on effective methods of creation, management and accounting for credit unions. The project included an informational campaign that received wide coverage in the local media and on a web-site, which helped to raise general public interest in credit unions and to increase peoples' knowledge about non-banking financial organizations. Overall, the project helped to initiate the credit unions movement in the region. Seven groups formed with the intention of starting a credit cooperative, and four credit unions with about 300 shareholders were officially registered during the grant. About 50% of these organizations' shareholders are entrepreneurs, and they received funds from the credit cooperatives. According to the grantee report, 68 entrepreneurs borrowed about 4 million rubles (\$128,000) for the development of their businesses. The representatives of Sakhalin credit consumers' cooperatives regard the creation of a Credit Unions Association as the next step for further development of the program.

### **Auditconsul Joint Stock Company**

**\$18,695**

Like other regions of Russia, tax policy in Sakhalin Oblast is constantly evolving on the regional and local level. The growing ability of private citizens and businesses to impact these regulations is changing as well. One example of this is the regional law "On imputed income," which regulates mechanisms of yield assessment for small and medium enterprises and which was adopted by the Sakhalin Oblast Duma (legislative body) in 1999 after a federal statute. One flaw in this regulation was that the interests of private companies and entrepreneurs involved in the most promising economic endeavors in the region, such as fisheries, timber and service industries, were not protected. Any attempts to improve the existing law were unsuccessful. To address this problem and to optimize the taxation of small and medium enterprises, the project team persuaded local business associations to carry out an economic analysis of the profitability of selected businesses. On the basis of these results, the project specialists developed new methods of yield assessment, presented them at educational seminars and round-tables for managers and accountants of private companies, and worked out amendments to the regional law "On imputed income" that were submitted to the Sakhalin Oblast Duma for further review. According to the final grant report, legislative bodies have not approved the amendments yet, but the project results can be regarded positively as the grant came up with practical ways for improving local tax legislation. Once the amendments are accepted, they will facilitate the creation of a mechanism to prevent income concealment and help establish a level playing field for small businesses.

### **Komsomolsk-na-Amure State Technical University**

**\$25,343**

The grant was awarded to encourage growth and development of the promising building industry in the region by addressing the lack of a special training program for

construction company managers. The project developed a targeted new curriculum and educational materials based on standard business practices. It then presented an intensive management training program and follow-up consultations to over 300 entrepreneurs of Komsomolsk-na-Amure, Amursk and Solnechny and others interested in starting their own business. As a result, the project helped entrepreneurs raise their knowledge and professional skills to a higher level and to increase the number of construction companies. Five new private building firms were started during the grant period and, according to the final grant analytical report, the number of small private building companies in the region increased by 12%. Another positive result is that the training program developed as part of the grant was included into the University curriculum and will also be used for training entrepreneurs at a business incubator. The project team regards this as the next step in the further development of the program.

**JSC Progressor: Audit & Consulting**

**\$30,190**

Addressing the issue of low capacity of Russian communities to allocate scarce municipal resources more effectively, the grantee initiated introduction of strategic planning methods in the region. The qualified experts diagnosed forty-one municipalities, selected six most promising ones and built teams consisting of municipal managers, local consultants and university level students. The training sessions resulted in the development of six projects that are currently implemented by the municipalities together with their communities. As a result of the grant, the strategic planning approach in municipal management is now a widely discussed public topic in the region.

**Sakhalin Regional Branch of Public Organization MANPO**

**\$26,490**

According to a poll conducted by the grantee in 2000, 87% of entrepreneurs in Yuzhno-Sakhalinsk who responded to the survey confirmed that their experience with charity consisted of one-time support to various social-welfare establishments or groups of those less fortunate. In an effort to make philanthropy a habit among the business community, the project team worked with partners from Moscow and Kaluga, who taught skills in fundraising, cooperating, planning and conducting public campaigns to more than 100 members of the Sakhalin non-profit, business, and journalism communities, in addition to local administrators. Follow-up projects, such as a Charitable Ball, and public events, such as "Little Prince" and "An Ordinary Miracle," in which private citizens and companies bought presents for children, provided the trainees with new philanthropic models. These activities inspired additional charitable events in the city and the regional districts. In all, local organizations attracted more than \$16,500 to support orphans, hospitals and elderly people. The project boosted the number of private companies and community members who regularly participate in local philanthropy and stimulated the development of local funding sources for non-profit projects addressing community needs.

**NGO Volga Regional Women's Association**

**\$28,815**

To strengthen the third sector in the region, the grantee initiated the creation of a center for volunteers. The center attracted and trained one hundred volunteers to work in twenty of the best NGO and public service offices. Forty-five NGO representatives acquired skills on how to effectively use volunteer resources. As a result, local citizens actively participate in social activities as volunteers, which has enabled leading NGOs to implement new programs and projects. The grant shaped positive public opinion about

volunteerism and was recognized by the regional legislature body. The center encouraged the creation of volunteer clubs in rural areas by disseminating information on best practices among NGOs.

### **Firn Club**

**\$17,040**

In Buryatia, as in many other places in Russia, charitable and philanthropic potential exists, but it is not being sufficiently developed. One main reason for this is that non-profit, private and governmental sectors of society have not yet learned to cooperate. To address this situation, the Firn Club organized a variety of events to encourage interaction among different organizations in the social area and provided training and consultations on project management and social partnerships. As a result, governing bodies provided about \$4,000 as grant pools for the "First Step" and the "Family - XXI Century" competitions (addressing the problems of youth, families, and children, respectively). In addition, the grantee organized an exhibition "Verkhneudinsk - Ulan-Ude: Traditions of Charity," which presented materials from holdings of the Ulan-Ude City Museum, the city library and private collections. The Mayor of Ulan-Ude greeted six private donors and noted that 60% of community activities in the city receive support from business. Such an event took place for the first time in the history of Ulan-Ude, and attracted public attention to the philanthropic history of the region and future prospects in this area. The Firn Club continued mobilizing community development resources by promoting volunteerism among youth and local residents. Governmental organizations supported such public activities as a competition for young journalists, Baikal Days, and others. In addition, they provided 75,000 rubles (approximately \$2,400) for competitive distribution among initiatives in the social area.

### **Intertrust, Ltd.**

**\$16,306**

Like many other regions of Russia, Sakhalin Oblast needs to attract and retain foreign and domestic investment to improve its economic situation. However, a lack of favorable legislation and low ethics and business standards have made Sakhalin among the riskiest places for business development in Russia. According to a survey from the year 2000 published by Expert magazine, Sakhalin ranked 69th among the 89 regions of Russia in this regard. To address this problem, the project team drafted a Business Ethics Code and a Business Ethics Declaration for private enterprises, and presented the documents to more than 200 local authorities, legislators, entrepreneurs, journalists, representatives of educational establishments, and business associations at six round tables for review and comment. The participants outlined the importance of promoting ethical norms of business conduct, of developing ethics codes at Sakhalin enterprises, and of devising mechanisms to monitor adherence to these principles. They also suggested several practical steps for promoting a business ethics code in the region. The project events received coverage in the local media and on a specially-created web-site that helped to attract general public interest to the grant. Though it will take time for Sakhalin entrepreneurs to sign the Business Ethics Declaration and incorporate ethical standards into their practices, the project made a first step towards making business activities more transparent, which will lead to an improved investment climate in the region.

### **Civic Initiatives Non-Commercial Partnership**

**\$22,405**

In many parts of the Russian Far East, the concept of involving non-governmental organizations (NGOs) in local and regional decision-making processes is still a very new

one. A recent analysis conducted by the "Civic Initiatives" Non-Commercial Partnership that explored the way social policies are formed in Khabarovsk determined that NGOs could play a useful role in improving municipal social policies. To take this research a step further, the grantee developed a theoretical model of NGOs' participation in decision-making and partially tested this new concept at a Fair of Social Projects. This included the development and adoption of a municipal grant decree. A follow-up competition resulted in five grant awards totaling \$9,350. Using these funds and their own resources, local NGOs implemented projects in support of youth and children in the areas of ecology, education, and health protection. Local authorities recognized the importance of such activities and set up a special municipal grant line item in the next fiscal year (2002) budget. As a result of this experience, the project team identified the need to promote public hearings in the City of Khabarovsk and to implement them as a regular decision-making practice. With future activities in mind, the grantee collected information about 96 actively working NGOs, of which 55 expressed their intention to establish a dialogue and cooperate with local governing bodies in the social area.

**Sakhalin Initiatives Autonomous Noncommercial Organization**  
**\$17,720**

One of the challenges to developing a culture of philanthropy on Sakhalin is providing legal guarantees for allocating and distributing municipal budget funds for competitive funding of social projects. The non-profit group Sakhalin Initiatives addressed these and other problems in philanthropy by facilitating an exchange of information among the business community, local authorities and non-profit organizations at a variety of seminars, round-tables, and in the mass media. In cooperation with other non-governmental organizations (NGOs) and governing bodies, the project team developed a decree "About Municipal Grants in Yuzhno-Sakhalinsk," which was approved by the City Assembly (representative body) in December 2001. A follow-up municipal grants competition entitled "Our City and Us" resulted in seven grant awards totaling 307,700 rubles (approximately \$9,700). The grant pool consolidated contributions of the city administration, large enterprises and small private companies. Using these funds, the grantees organized sports competitions, summer leisure activities, and ecological activities which attracted more than 500 children and young people. Taking into account the results and effect of these social projects, the Yuzhno-Sakhalinsk Mayor signed a decree about a municipal grant competition in fiscal year 2003. The local budget allocated 200,000 rubles (\$6,300) for these purposes. In addition to these activities, Sakhalin Initiatives promoted the idea of a Best Philanthropist Competition. In 2002, more than 10 private companies expressed interest in competing for this new title. The competition inspired a new tradition, and it will take place once a year on the regional and local levels with the support of governing bodies.

**Credit Union Consumers' Financial Cooperative**  
**\$31,460**

The grant addressed a need among small businesses in Sakha Republic to obtain broader access to capital by promoting the concept of credit unions as financial non-banking resources for entrepreneurs. The grantee started an information and consulting center that presented a series of seminars, consultations and reference materials on management of credit unions for over 100 representatives of business, administrations, educational establishments and NGOs. The centerpiece of this project turned out to be a 9-day training session on How to Start a Microfinancing Program, conducted by the Warsaw Microfinancing Center. The training attracted 31 representatives of credit cooperatives from Yakutsk, Ulan-Ude, Blagoveschensk, Irkutsk and Chita. Trainees learned more

about the microfinancing planning process, which in turn helped them to develop new credit programs for clients. The project events were covered in a series of local newspaper articles that helped to increase interest from the general public in creating new credit cooperatives. According to the grantee report, the number of existing credit unions in Sakha Republic rose from 2 to 20 cooperatives, with a total credit portfolio of 8 millions rubles (\$250,000), nearly half of which was made available to entrepreneurs. The grantee regards the improvement of local legislation regulating microfinancing organizations activities in Sakha Republic as the next step in fostering the credit unions movement in the region.

**Bay Area Council for Jewish Rescue & Renewal**  
**\$33,642**

As a result of a violent attack on a Jewish Sunday school in Ryazan in the fall of 2000, city authorities contacted the Bay Area Council for Jewish Rescue and Renewal and asked the council to expand its Climate of Trust Program from Petrozavodsk to Ryazan. By providing intensive practical hate crime training to law enforcement, lawyers, prosecutors, judges, and community leaders, this program provided a strong foundation for building better relations between local law enforcement agencies and minority groups. Of the original 49 participants, 22 completed all of the training assignments, while the grantee sponsored the additional participation of 29 prosecutors from other Russian regions. As a result of the program, the Federal Ministry of Internal Affairs Police Academy in Ryazan incorporated hate crime training into its standard curriculum. In addition, an ethnic Tajik police colonel who participated in the training made a trip to Dushanbe to promote interest in the Climate of Trust Program among Tajik law enforcement agencies.

**Transitions Online**  
**\$27,000**

The goal of this grant was to support additional regional coverage and expanded access to TOL by funding additional field correspondents for the former Soviet Union and subsidized student subscriptions. TOL managed to expand its stringer network to include 13 reporters in the countries of the former Soviet Union (representing 11 of the 15 countries), giving those individuals the opportunity to improve their journalistic skills and report to a broader audience. TOL also expanded its reach to NIS citizens by subsidizing an additional 1,640 subscriptions. Unfortunately, only 38% of those include students and other academics, a fact that likely reflects the reality that many English-speaking academics are studying or working in countries outside the NIS. A Russian mirror site at TOL is in the process of development to address this issue.

**Internews Russia**  
**\$151,020**

It is nearly impossible to compare news coverage from region to region by theme or issue throughout Russia. To address this, Internews developed a news information exchange network among regional independent news stations. Under this grant, 51 stations received equipment and internet access and actively use the information exchange program. Internews conducted seven training seminars for station personnel and hired a marketing director to develop a plan for commercialization of the news agency.

### **Small Business Support Center Sakhalin Regional Public Organization**

**\$26,064**

The grant was awarded to stimulate entrepreneurial activity in the region via more active usage of telecommunications and Internet technologies in daily business situations. A comprehensive informational, training and consulting program helped local entrepreneurs to broaden their knowledge of the practical usage of Internet technologies in improving the efficiency of their businesses and to make their business practices more open. As a result, over 760 private companies on Sakhalin placed information about their activities on the Internet for the benefit of the general public and business community. The project also successfully involved representatives of private companies, banks, and administrative bodies in discussing and identifying obstacles to e-business development in the region and in ways to overcome these obstacles.

### **Orel Regional National Foundation for Support Small Entrepreneurship**

**\$28,444**

In order to succeed in tough business environment, Russian businesses, like businesses everywhere, must have access to legitimate credit. The project implementers developed a micro finance program in the Orel region, providing small businesses with access to capital. Project implementers trained credit officers from Orel and two other districts, who in turn consulted entrepreneurs and disbursed 845 micro loans using their own funds and a loan from Federal Fund of Small Business Support. In addition a brochure on issues of micro loans programs of Orel Regional State Fund of Small Business Support was published and disseminated among 1000 entrepreneurs.

### **Institute of Open Education**

**\$31,677**

Despite having strong local production potential, the Kemerovo Oblast remains dependent on federal funding, and while the regional government has put more emphasis on improving the investment climate, public financial support for SMEs still exceeds private investment by a ratio of almost seven to one. To help address these problems, the grantee analyzed legislation in four regions with more favorable business climates and drafted two new laws aimed at promoting private investment, both of which were adopted by the regional Duma in 2002. In addition, the grantee created an Internet database of 21 funding sources, highlighting their priorities and principles. Nearly 120 SMEs benefited from training and consultations, leading to the development of 90 new business plans. As a result of the program, 16 projects attracted \$95,000 worth of investments and created 49 new jobs. Finally, the grantee strengthened its own institutional capacity, creating long-term partnerships with 12 investment structures and adding 15 new finance and marketing experts to its staff. Members of the project team also sit on the Council of Entrepreneurs under the aegis of the mayor of Novokuznetsk and on the regional Deregulatory Commission.

### **Omsk Engineering Joint Stock Company**

**\$33,132**

The project goal was to promote the development of small innovative businesses by broadening the reach of their marketing and promoting new opportunities based on Internet technologies. The grantee created and put on the website [www.omin.omsknet.ru](http://www.omin.omsknet.ru) an interactive catalogue of products and services of 271 small innovative businesses. Fifty-seven high-tech companies posted their home pages on the website. Leaders of 111 businesses improved their qualifications in Internet-marketing and developed over 70 marketing plans for their enterprises, which are now in the process of implementation.

The ten out of 50 best projects were presented at the Siberian Innovation Forum - 2002, which led to the creation of two new partnerships. The grantee has significantly broadened its clientele and has an opportunity to shift to partially charge individual support to promoting most promising innovations.

#### **Novosibirsk Chamber of Commerce and Industry**

**\$32,120**

The project aimed to promote small business development by enhancing the management skills of business managers. Training seminars and consultations were held for 202 managers from 132 SMEs, focusing on improved management and planning skills. Participants developed plans for reorganizing the management structures of their companies. Of 136 plans in all, 14 were implemented under the supervision of the project team's experts. As a result, six new SME management models were developed, and participating firms saw an increase in productivity and a reduction in tax penalties. Recommendations and best practices have been made available on the project's website, <http://www.mbiz.ru>.

#### **Electors Club of the City of Dubna**

**\$17,998**

The city of Dubna lacked legal tools to ensure the lawful privatization of municipal property, the establishment and liquidation of municipal enterprises, and the management of municipal property and prevent corrupt practices. The project aimed to address this problem by developing and promoting legislation to regulate issues involving municipal property. A law on privatization was passed, and draft bills and amendments on the establishment and liquidation of municipal enterprises, the leasing of municipal property and public access to official information were included in the legislative agenda and publicly debated. A dozen articles on related issues were published in local newspapers, some of which were re-published on the grantee's website. An equal number of petitions were filed with local authorities and six with the federal government, concerning violations of municipal property legislation. The grantee's recommendations were included in the city budget, while a city audit instigated by the grantee identified 2 million rubles in lost profits. In addition, the grantee proposed measures to increase income from city property by some 560%, to 20 million rubles annually. Meanwhile, privatization in the city has been virtually suspended until new procedures - including tenders - can be put firmly into place. As a result, opportunities for corruption have been reduced, supporting the underlying assumption of the EF's Corruption Prevention Program that important changes can be effected at the grass-roots level.

#### **Non-commercial Partnership Center for Entrepreneurship Development**

**\$20,650**

Many of the serious problems facing local communities are exacerbated by the lack of an effective mechanism to coordinate residents' efforts to find a solution. Thanks to the grant, residents elected a committee, including local businessmen, NGO leaders, municipal officials and volunteers, to identify and find solutions for local problems. The committee's initiatives resulted in the creation of a public library, the installation of utility meters in nine buildings and the renovation of a small park and several playgrounds. The grant also stimulated other neighborhoods to create similar committees, as participants shared their experiences with activists from nearby neighborhoods. These committees also submitted proposals to the city council for improving municipal ordinances.

### **Chelyabinsk Regional Agency for Business Support and Investment**

**\$34,088**

The project aimed to support the development of e-commerce in the Chelyabinsk Oblast by creating a professional union of small Internet-based businesses. The grantee established an E-commerce Club, uniting 83 regional companies. Club members participated in 10 roundtable discussions on various aspects of e-commerce. The Club's website (<http://www.club.chelbis.ru/>) provides news, analytical materials and consulting services to more than 400 users a month. Through the Club, managers of 50 SMEs improved their qualifications and developed new Internet-projects. During the grant period, 14 projects were implemented, encompassing 10 new e-commerce ventures, creating 10 new jobs, and adding four new e-commerce models to the body of SME business practice.

### **Constellation-2000, Saratov Regional Public Fund**

**\$23,650**

The majority of local NGO are incapable of satisfying the existing social needs, since they nearly have no access to financial resources. Thanks to this grant, the grantee, together with the youth committee of the municipality, organized a first grant competition for youth organizations. Thirty NGOs received training in project development and prepared thirty projects. The municipality provided ten thousand dollars as a grant fund. As a result, five best projects were awarded grants from the municipality. Additionally three NGOs received grants from other donor organizations. The results of the experiment encouraged the municipality to introduce grant competitions to other social city programs.

### **Moscow State University of Economics, Statistics and Information Sciences**

**\$33,628**

The project aimed to boost activity and improve the financial sustainability of regional small enterprises by increasing expertise in running e-businesses. A newly developed distance-learning course on e-trade was tested on a group of 114 small business managers and then revised based on participants' feedback. Participants used their new e-business skills to develop and launch 23 Internet projects and/or new on-line components to their businesses. As a result, at least one third of participating companies reported an increase in turnover and revenues.

### **Regional Fund for Social and Economic Programs Development**

**\$30,103**

The project aimed to develop a transparent mechanism for setting and regulating utility prices. To this end, an accounting mechanism was developed and partially approved, and a Tariff Monitoring Center was established and licensed. In addition, the grantee developed, tested and recommended the implementation of a procedure of public hearings to make the process of setting utility prices transparent. Further, 100 officials from utility providers and regulatory agencies were trained on improving quality and reducing costs. Finally, the Tariff Monitoring Center conducted a series of inspections of utility providers in Omsk, was invited to advise the Omsk City Council on utility issues and, by the end of the project, became financially sustainable.

### **Obninsk Accountants Club**

**\$33,216**

The grant aimed to improve the qualifications of accountants, auditors and other financial specialists, in line with Russian accounting reform projects. Professionals, drawn mainly

from the SME sector, were given guidance on new IAS-based concepts being incorporated into Russia's new accounting rules. The grantee designed and implemented a comprehensive distance learning program on IAS and managerial accounting issues and participated in a series of related seminars, consultations and roundtable discussions. As a result, nearly 600 specialists improved their knowledge of accounting procedures. In addition, the grantee's membership base has increased from 75 to 200 organizations.

**St. Petersburg Academy for Management Methods and Techniques**  
**\$34,918**

The project aimed to promote more effective economic development and state governance through the broad incorporation of Internet technologies in the Russian regions. It contributed to the start-up phase of the "Federal Electronic Russia" Targeted Program (2002-2010) by evaluating perspectives for developing a free Internet access system in Russia's more advanced regions. Using open informational resources, the grantee chose 15 regions, which were assessed for opportunities for further developing Internet communications. Five regions were recommended to receive funding during the 2002-2003 phase of the "Electronic Russia" program. The resulting recommendations were published in print and on the Internet and were presented at three conferences and a thematic seminar.

**Bryansk State Technical University**  
**\$28,925**

The project aimed to stimulate private enterprise development in the Bryansk region by improving entrepreneurs' business skills. The grantee established a distance-learning center with two local affiliates. A course on major business issues was published on the website, [www.bgtu.debryansk.ru/grant2](http://www.bgtu.debryansk.ru/grant2), as well as in four print bulletins and a brochure. However, managers from only 90 SMEs took part in training courses, well short of the target of 150. And of those, only 59 passed the final exam. The lack of computer skills among SME managers and limited access to the Internet meant that the courses were taught almost entirely face-to-face. There remains little evidence of stable demand from SMEs in the region for distance learning programs.

**Agency for Information Support of Innovative Activity**  
**\$34,598**

The goal of the project was to improve the ability of small businesses to commercialize the products for which they own the intellectual property rights by providing a broad range of educational, consulting and informational services. More than 200 small companies in the Omsk region benefited from seminars, consultations on legal, marketing, and commercialization issues, as well as free access to a new web site. As a result, more than 50 enterprises received patents and property rights for their innovations. Meanwhile, the grantee's clientele grew fivefold. In addition, two new partnerships were created, including a cooperative program with the local Entrepreneurship Development Committee on improving the region's attractiveness for investors.

**Credit Consumer Cooperative - Credit Union, Garant**  
**\$23,047**

The project was aimed at stimulating entrepreneurial activity among former military officers and their family members. It was conducted under the auspices of a joint Eurasia Foundation and Open Society Institute program. As a result of the project, an association of 19 credit cooperatives was created and their staff received training in accounting standards, lending practices, efficient management and risk assessment. In addition, more

than 250 new jobs and 19 new businesses were created. Information about the project, as well as its methodological materials, have been widely disseminated and published on the program's Internet site, [www.exmilitary.ru](http://www.exmilitary.ru).

### **NGO Trade Union of Entrepreneurs**

**\$34,022**

Local small businesses suffer from numerous administrative barriers. Thanks to this grant, the union of entrepreneurs organized access for local businesses to qualified legal services and information. The union's lawyers submitted 30 suits against local administrative bodies. Half of them were solved in favor of entrepreneurs. The union also successfully terminated some administrative acts of the oblast government. As a result, such effective legal protection stimulated local entrepreneurs to increase the union's membership by eight times in one year.

### **Volgograd Chamber of Trade and Commerce**

**\$22,915**

Small businesses do not have access to quick and effective solutions to legal disputes in state courts. Under this grant, the local chamber of commerce studied the best experience on alternative dispute resolution and conducted a series of seminars for local entrepreneurs and lawyers on the benefits of private arbitration courts. 250 enterprises concluded arbitration clause in their contracts and submitted 28 disputes to the courts. As a result, the parties quickly and peacefully returned in capital more than 2 hundred thousand dollars.

### **M.A.G. Consulting**

**\$33,693**

The project aimed to accelerate the integration of Russian companies into the international business community by promoting international accounting standards and e-commerce. One of Russia's leading Internet-based management consulting resources, CONSULTING.RU, underwent a global redesign, adding searchable content on accounting, financial management and e-commerce, including an archive of more than 1,400 articles. The number of visitors exceeds 375,500. Five on-line conferences facilitated networking between more than 100 accountants, who discussed key accounting and management issues. However, the grantee failed to finish the project activities on schedule and had to change its Internet provider in order to support new technical functions.

### **Board of Self-Governing Organizations**

**\$19,710**

The self-governing organizations, created with the support of the local government, were incapable of solving community issues since they did not invite citizens and local organizations to their activities. The grant provided seventy managers of these organizations with skills on how to involve citizens and make partnerships with local organizations. As a result, these organizations involved eight hundred citizens as volunteers, conducted social services to two thousand three hundred and seventy-eight people, and attracted local resources for building playgrounds and organizing local interest clubs. The eight self-governing organizations created local coordinating councils consisting of active citizens, NGO leaders, journalists, representatives of local and federal governmental bodies that significantly facilitates and quickens solving local issues.

### **Penza Academy of Young Managers and Businessmen**

**\$17,556**

Aiming at improving social service delivery in the city, the municipality, together with local NGOs, developed a system of municipal grant competitions for community organizations. Forty NGOs received training in management, marketing, fundraising and project development. As a result, a first municipal grant competition awarded 4 NGOs with small grants to the amount of two thousand dollars. The municipality created a council to coordinate city social programs with community organizations and approved annual municipal grant competitions as an effective mechanism for social service delivery. From this point forward, the best initiatives from local citizens have a real opportunity to obtain municipal financial and administrative support.

### **Samara Youth Union**

**\$33,573**

Having addressed the problem of low activism in community affairs, the grantee selected the most promising twelve local schools and trained thirty-six administrators, teachers, parents and children on the principles and tools of community active schools. The schools attracted nine hundred and eighteen volunteers, conducted ten local events and raised about four thousand dollars in funds to solve the most acute community problems. As a result, the schools became real community centers uniting the most active residents. Having summarized the best practices, the grantee created an interregional training center, trained twenty-nine NGO representatives from ten Southern Russia regions on how to develop community active schools, and initiated such programs in six regions.

### **Khibinsky Technical College**

**\$27,269**

The grant aimed to improve municipal governance by increasing the managerial and business planning skills of city officials and the heads of city-owned enterprises. Several groups underwent a training course on a wide range of topics, including strategic planning, financial management, marketing, information systems and personnel management, after which participants developed business plans for important local projects. In addition, municipal officials received additional training on strategic planning and developed proposals for city plans and programs. The proposals were submitted to the city council for approval and will likely be debated in the fall of 2002. At the time this Memorandum was written, fully one third of the business plans developed by the participants were being implemented.

## Tajikistan

### **The Union of Independent Entrepreneurs of Sogd Oblast, Republic of Tajikistan \$15,533**

There is a critical need for marketing experts in Tajik businesses, but no educational programs exist for their training. Many businesses hire recent economics graduates with no specific background in marketing. The grantee sought to create a pool of qualified marketing experts. The project included conducting marketing research, developing a professional training program for one hundred trainees, and publishing the textbook on marketing in the Tajik language. Results of the market research were presented to the trainees as part of their training. A newsletter, "Marketing," continued to be published after the grant period through self-financing, including subscriptions. Trainees were able to use their new skills to be hired as marketing experts and to help improve applied economics curricula in universities. The grantee's textbook and other literature has been very popular and has received many orders. Some universities are currently considering introducing a marketing course into their curricula. Unfortunately, not enough time passed after the grant period to establish an Independent Institute on Retraining Experts of Marketing, as was originally planned. It is worth continuing these efforts by strengthening the institutional sustainability of this organization. The grantee, however, must provide information on long-term outcomes before submitting a follow-up grant proposal.

### **Tax and Law Institute \$26,551**

The absence of specialists in international business and international economics has constrained small business development in Tajikistan. In response, the Tax and Law Institute developed a university curriculum on these topics, including the writing of textbooks on international business and economics and teacher training for young professors. The textbooks and study aids were in both Tajik and Russian, and 600 copies were distributed at no charge to university libraries, business support organizations, and to the Ministry of Economics. The Tax and Law Institute also established a small business library and publishes a periodic newsletter.

### **The Russian - Tajik (Slavic) University \$31,300**

International accounting standards were introduced in Tajikistan in 2000 to improve businesses' professionalism and sustainability. These standards could only go so far, however, without enough certified specialists to train accountants. The Russian-Tajik Slavic University established a school for training and retraining accountants according to the new standards. The project was implemented with the assistance of four partner organizations from NIS countries. Technical assistance was also provided by PRAGMA Corporation/USAID. The program also included computer classes, including Internet and e-mail training, and the opening of accounting library. Two roundtables on the role of accountants in the transition to a market economy were conducted. In all, seventy two people were trained in international accounting standards.

**NGO Bonuvony Fardo****\$16,585**

The project was designed to fulfill an unmet need for basic business skills for women, many of whom are the sole money-earners of their families. One of women's greatest constraints is their difficulty in accessing contemporary business information, either because they do not have enough money to travel to the larger cities where such information may be found, or because family needs - care for children and the elderly - prevent them from leaving. This project focused on those areas that have been passed over by philanthropic activity. The grantee established the first business-educational center in the region, introduced a training program for NGO activists and women entrepreneurs on business and legal issues. The project provided long-term support to participants, including evaluations and recommendations for their business activities. The business-educational center also offered practical recommendations on how to open one's own business. The grant trained four consultants, created a small business library, provided consultations for one hundred and twelve people (sixty-seven male, forty-five female), trained fifty women, helped to register two new businesses and helped fifteen firms improve their profits by setting up a better accounting system. Further, the grantee secured support from the local khukumats, which provided them with premises for the training project at no charge. The oblast branch of the Ministry of Justice personally thanked Project Director Mrs. Venera Jabbarova for helping to develop the region. Unfortunately, the grantee's reporting did not meet EF requirements, which demands constant vigilance by EF staff. Goals of the program were also too ambitious as, for example, plans to establish a business school turned out to be beyond the project's means and capacity. In the future, EF should also assess whether grantees themselves need practical training on operating information centers. The availability of consultants and information alone is not enough to create a sustainable institution.

**NGO Parvin****\$18,012**

The Gharmsky region suffered acutely during the civil war. The scene of intense fighting, the area has been very slow to recover from the years of war. People live in deep poverty, especially refugees and ex-fighters who have returned to find their homes destroyed. Gharmsky has the potential to develop agribusiness because many residents have returned to farming, but most do not possess the expertise to develop their farms into profitable and sustainable businesses. NGO "Parvin" developed a sustainable professional training program and resource center to help the farmers in this undeveloped region. Six local trainers were trained to teach farm management and business basics at the Razvitiye Farmer and Entrepreneur Support Fund in Khujand, and an agribusiness training program was developed. Over 200 farmers received private consultations for their farms.

**Informational Consulting Center Orbita****\$9,526**

Situated in southeast Tajikistan near the Afgan border, the Ghorno-Badakshan (Pamir) oblast is isolated from the rest of the country. It is only accessible by air and completely inaccessible in winter. This isolation has constrained post-war reconstruction and seriously hampers the flow of information on market economics. International organizations are providing direct aid to alleviate the intense poverty in which people live, but more attention needs to be paid to developing the economic infrastructure of the region. The Orbita Consulting Center created ongoing business training courses for local entrepreneurs. Over 350 representatives of 150 businesses attended seminars to learn the

basics of private enterprise development, including market research, business planning, accounting, and tax laws. One-on-one consultations were also provided to over 300 businesspeople. The project was evaluated and discussed at a roundtable that included seminar participants, university professors, and representatives from Aga Khan Foundation. Two new businesses have been opened because of the seminars, and other businesses have improved their operations.

## Ukraine

### **Ukrainian Association of Family Planning “Vybir”, Regional Branch \$2,689**

This project strengthened the efforts of local NGOs and the Government of Ukraine to prevent the spread of HIV-AIDS by filling the information void that prevailed in the 12-15 year old age group. The grant to the Zhytomyr regional branch of the Ukrainian Association of Family Planning Vybir was co-funded by the Eurasia Foundation and the American Chamber of Commerce in Ukraine as part of their Helping Hands matching grant program. The Ukrainian Association of Family Planning designed and implemented a training program and disseminated information materials to 240 students in five boarding schools. The grant allowed the Association to create a working partnership with State educational establishments to develop a replicable and consistent body of information on HIV-AIDS issues for the targeted teenage group.

## **Uzbekistan**

### **Tashkent State Economics University**

**\$27,712**

The project was designed to fill a need in Uzbekistan's educational system for trained specialists in municipal management and economics. Enrollment for the state and municipal management course at Tashkent State Economic University began some years ago, but only one subject, Regional Economics, was introduced into the curriculum. There is a shortage of courses, texts, and teaching aids. Project implementers working in partnership with Michigan State University developed a retraining program for municipal workers, offered a professional exchange program for professors of both institutions, and conducted training seminars for municipal servants. The manual, "Basics of Municipal Economics and Management," - the first of its kind in Uzbekistan - was published and was used to help train 221 people. Six trainees were promoted after completing the training course. The grantee conducted sixty-two additional trainings by invitation of the local administration. A professor from Michigan State University conducted a number of lectures in Tashkent followed by a visit by an Uzbek colleague to Michigan for a professional exchange. The two universities also signed a five-year cooperative agreement. The Tashkent State Economic University was finally able to offer a complete discipline in state and municipal management. The only difficulties associated with the project were connected with another partner - the Urban Institute Field Office for the Caucasus and Central Asia from Yerevan, Armenia. Despite plans to form a partnership with the grantee, the Armenian organization responded poorly, eventually ceasing its involvement with the grantee. The grantee has proved itself to be an accountable and responsible organization. It would be worthwhile to continue working with the group.

### **Andijan Engineering and Economics Institute**

**\$13,437**

In accordance with government regulations, a new accounting standard was introduced in 2002, requiring retraining for all accountants in the country. However, a lack of training materials in Uzbek has seriously constrained educational efforts. The proposal was submitted as part of the Eurasia Foundation's Ferghana Valley Initiative and was designed to meet the need for Uzbek-language accounting materials and courses. Implementers trained and retrained accountants according to the new standards and distributed handbooks on international accounting, auditing, and taxes. Two groups of trainees consisting of university professors and small businesspeople were trained in financial management and international accounting and auditing standards, which in turn led to positive replications in university education. A number of small enterprises also began to adopt the new accounting system.

## **Appendix D**

### **U.S. Government Grants by Country and Strategic Objective**

*(includes descriptions of competitions and special programs)*



# Armenia

## 1.3 Private Enterprise Development

### **"Elegia" Cultural Non-Governmental Organization**

**\$1,062**

To develop a comprehensive linkage proposal that will strengthen the regional modern art market and speed the integration of South Caucasus art into world culture. Partners will explore ways to increase the business skills of contemporary artists, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of contemporary art across the South Caucasus. In particular, the future linkage project will establish a regional art fair, organize a series of marketing trainings for art professionals, and create a web portal for artists in the region.

### **Union of Information Technology Enterprises**

**\$41,935**

To support private enterprise by creating an Open Source development community in Armenia and promoting Armenia's IT sector worldwide. Open Source software makes program 'source code' publicly available, allowing any programmer to view, distribute, and modify the code. The grantee will conduct an informational campaign, and select software development projects for support. The winning teams will receive software project management, marketing, and business plan training. The program codes will be circulated via an online web portal and promoted through an international PR campaign. This project leverages \$95,000 in support from other donor organizations, and it will help link highly skilled Armenian programmers to the international high-tech community and promote widespread programming collaboration.

### **Appraisal Development Center Society of Juridical Persons**

**\$34,839**

In support of further development of Intellectual Property (IP) appraisal in Armenia. The project proposes development of a unified methodology for IP appraisal and its adaptation to Armenian economic and legislative conditions. The methodology will lay the ground for the drafting of Law on Appraising, which is currently non-existent in Armenia. The project profile includes: 1) Training 25 appraisers and providing them with certification; 2) Dissemination of methodology via publication and the Internet; 3) Membership opportunity within the circles of International Union of Appraisers of the NIS.

### **Eurasia Charity Union Public Organization**

**\$32,020**

In support of developing and promoting agroprocessing in Armenia. This will be achieved through the consolidation of efforts of agroprocessing enterprises in Armenia to meet potential buyer demand. The grantee organization will provide, document and disseminate effective ways of building the skills for innovation in agroprocessing; will validate, document and disseminate effective ways of providing sustainable support to small-scale agroprocessing businesses; will collect data on producers in Armenia and on potential clients from the NIS countries and publish a catalog; and, will train the staff of existing member enterprises to enhance their qualifications in marketing, management

and fundraising. The existing on-line database will be expanded to include an on-line forum. The organization is expected to become self-sustainable at the end of the grant period.

## **2.1 Citizen Political/Economic Participation**

### **Achilles Society for Defence of Drivers Rights**

**\$884**

To develop a comprehensive linkage proposal that will enhance civil rights protection in the countries of the South Caucasus through creation of a regional network of drivers' rights NGOs. In particular, the project will address the issue of the regular violation of civil rights of drivers on the roads of the region, and will elaborate measures to combat corrupt practices among road police.

### **Armenian Fund of Seismic Protection**

**\$53,354**

In support of a project to increase the preparedness of relevant government agencies, municipal services and the general population to act in the event of an earthquake. Improved emergency preparedness will reduce the loss of human life in the aftermath of an earthquake. This project is a continuation of a previously funded project to create effective emergency preparedness plans for 12 municipal services in Baku, Tbilisi, and Yerevan. This project will consolidate these individual emergency preparedness plans into joint (coordinated) action plans, and will improve the professional skills of staffs of the municipal and relevant governmental services to handle emergency situations through a series of trainings. The analytical and technical products of the project will be made available to interested international audiences, allowing the project partners to share their methodology throughout the world.

### **Association of Investigative Journalists NGO**

**\$34,173**

To foster independent and effective national mass media in the South Caucasus. The project will establish a region-wide information exchange network for journalists and editors. The partners will establish an on-line regional database of analytical articles and create a mechanism for cross-border on-line interviews with newsmakers on issues of common concern for the three countries. In addition, the project partners will conduct a series of cross-border on-line journalist forums. These activities will establish a mechanism for accessing reliable analysis of recent events and trends through the use of modern information technology.

### **ANNA National Association of Consumers**

**\$34,969**

To support the development of mechanisms for consumer rights protection. The project includes an extensive information campaign and the publication of a simplified version of "Protection of Consumer Rights" law to make it more comprehensive to the consumer. TV and radio programs will be produced to explain the law and to present case studies of the violation of the law. Lectures will be organized, information material will be published, and a legal consulting service for the consumer will be created.

**HAVAT Public Organization of Hard Hearing Children's Mothers**  
**\$34,823**

In support of civil society development through the creation of a legal environment and sustainable mechanisms for the integration of disabled children into public life. The project will create a model for the integration of deaf children in the life of their communities in Yerevan and in the regions of Gavar, Armavir, Goris, Stepanavan, Vanadzor and Noyemberyan. Children and their parents will be provided with training and opportunities that will enable them to enroll in regular schools and help them with further education and employment opportunities after graduating from high school. The program will help to comprehensively and systematically promote measures for disabled persons and thereby to promote the independence of disabled persons and their full participation in social, economic, cultural and other area of activity.

**Competition**  
**Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

**Media Support "INTERNEWS" NGO**

**\$2,856**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

**"Armenian Center for Political Studies and Training" Public Organization**

**\$2,822**

To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries.

**Center for Socio-Economic Research and Analysis**

**\$2,732**

To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary, and taxation systems

in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

#### **Committee to Protect Freedom of Expression**

**\$2,813**

To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend media-related legislation.

#### **The Armenian Center for National and International Studies**

**\$2,874**

To develop international trade systems in the South Caucasus. The partners will conduct research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

#### **Center for Regional Integration and Conflict Resolution**

**\$2,662**

To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country, and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

### **2.3 More Accountable Local Government**

#### **Information Systems Development and Training Center**

**\$33,885**

To create conditions for better accountability and responsiveness by local government and to increase citizen participation in the decision-making process by introducing information management systems and by providing the public with access to information resources of the municipalities. The project will upgrade the unified software package of the municipal Information Management System (IMS) and help install Local Area Networks in ten municipalities wherein the IMS would be implemented. Employees from ten municipalities will receive hands-on training in information processing and networking, as well as further methodological and technical support. An international

Congress of municipal information centers is in the plans. The project is being implemented within the framework of the Foundation's program to create a country-wide network of municipal information centers

# Azerbaijan

## **1.3 Private Enterprise Development**

### **Organizational & Technical Development Society**

**\$32,910**

To support more favorable conditions for promising small and medium-sized businesses to receive project financing from credit institutions in Azerbaijan. The grantee will run a competition to select 10 businesses with the best new business ideas from the five most economically developed regions of the country. The grantee will then provide technical assistance to these companies--conducting business training; helping them prepare solid business plans and facilitating contacts with credit institutions. The results will be publicized to serve as examples for other SMEs.

### **Society of Marketing of Azerbaijan**

**\$23,635**

To support the development of practical marketing skills of entrepreneurs, representatives of small enterprises, non-governmental organizations and youth, to improve their knowledge and access to opportunities that can be gained through modern marketing techniques and which, in turn, can strengthen their organizations. The NGO will train thirty-five representatives of enterprises, NGOs and state organizations, hold discussions with students at universities, periodically update its website with information on new marketing methodologies, open a free-access library with books on marketing, publish special inserts for the independent newspaper "Zerkalo", and establish collaboration with the Russian academy of marketing. An evaluation will determine the effectiveness of this project, and make recommendations for the future.

### **Association of Certified Accountants of Azerbaijan**

**\$34,367**

To support Azerbaijan's transition towards international standards of financial reporting and control, to ensure better financial transparency, to attract investments and to stimulate economic growth. This grant builds on an earlier grant that introduced a system of training for private sector accountants, first in Baku, and then in five regional centers. The project will expand ACA (Association of Certified Accountants of Azerbaijan) activities to train members of legislative and executive branches of government responsible for introducing international standards to Azerbaijan, and for regulating business activity. The ACA will conduct round table discussions with leading stakeholders of accounting reforms to formulate a strategy for reform, develop a package of recommendations for submission to the government of Azerbaijan, conduct wide public discussion of these recommendations, and translate international accounting standards into Azerbaijani.

### **Society of Zoologists of Azerbaijan**

**\$6,928**

To support development of quail breeding, a promising sub-sector of agriculture and a new area of entrepreneurship, which can serve as a model for the diversification of the Azerbaijani economy, outside of the energy sector. The project includes training sessions for quail breeding farmers in the Absheron peninsula and south-eastern region, to collect

data and to discuss and develop recommendations to improve management of farmer households. The project will be done in collaboration with an ACDI/VOCA volunteer expert.

### **"Girdiman" Center of Culture and History**

**\$23,140**

To support economic development of the handicrafts industry and tourism in the regional city of Sheki, which has a rich cultural heritage associated with the ancient silk road. The project builds on an earlier grant that helped small artists in a number of regions, including Sheki, promote and market their crafts. It will work in collaboration with the World Bank Cultural Heritage Support Project and the Sheki Association of Handicrafts. The project includes creation of studio space for craftsmen along the tourist route; collaboration between tourism specialists and artists to identify and produce crafts for tourists; a visit to handicraft development organizations in Turkey, and publicizing results for replication elsewhere.

### **Union of Artists of Azerbaijan**

**\$1,000**

To develop a comprehensive linkage proposal that will strengthen the regional modern art market and speed the integration of South Caucasus art into world culture. Partners will explore ways to increase the business skills of modern artists, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, the future linkage project will establish a regional art fair, organize a series of marketing trainings for art professionals, and create a web portal for Caucasian artists.

### **Competition**

#### **Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

### **Caucasus United Center of Social-Economic and Scientific Research**

**\$2,288**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

## **2.1 Citizen Political/Economic Participation**

### **Akhundov State Library of Azerbaijan**

**\$34,855**

To support automation of the National Library of Azerbaijan to provide electronic connections with international library networks - allowing greater public access to information. Jointly funded by OSI and the U.S. State Department, this project will create an electronic catalog system, train librarians on its use, and also transfer Azerbaijani literature to the Internet. As a result, Azerbaijani citizens will be able to receive information from sources around the world and foreign researchers and readers will have access Azerbaijani sources.

### **Social Union of Development and Stimulation of Small Entrepreneurship**

**\$34,986**

To support interactions between local NGOs and businesses that will improve inter-sector relations in Azerbaijan and, in time, foster more socially responsible businesses, improve conditions for local philanthropy and bolster the financial sustainability of NGOs. Communication and collaboration between these sectors will be stimulated through a series of monthly round tables involving NGOs and business representatives, distribution of monthly information bulletins about both sectors, and trainings involving more than 300 representatives of NGOs and commercial organizations.

### **"Antenn" Independent Broadcasting Company**

**\$34,904**

To support establishment of a network among the major Azerbaijani FM radio stations for the exchange of public information programs to involve radios in the development of democracy. The project will provide for production and exchange of programs explaining democratic principles and promoting values such as respect for human rights and the rule of law; tolerance, and understanding for vulnerable sectors of society such as the disabled, minorities and refugees. The project also includes training to improve professional standards among radio journalists.

### **Ganja Regional Organization of Knowledge Society**

**\$24,980**

To support Community Active Schools (CAS) by strengthening ties between regional schools with surrounding community and businesses with the aim of solving local problems. This pilot project will transform the Sadilli settlement school in the Ganja region into a local community center, and a variety of trainers will train teachers, pupils and parents in joint decision-making, as well as teach a broader group that includes members of the local community about civil society formation, information technologies, psychology, the basics of business, and the principles and methods of CAS. This project will create a center for civil initiatives in the school, will organize sport competitions, intellectual games, debates, and ecological activities, will equip the school library with books and magazines about civic education, and with the inclusion of two other Ganja schools into the CAS program of activities, will create a network of schools.

### **League of Defense of Citizens' Labor Rights**

**\$982**

To develop a comprehensive linkage proposal that will enhance civil rights protection in the countries of the South Caucasus through creation of a regional network of drivers'

rights advocacy NGOs. In particular, the project will address the issue of the regular violation of civil rights of drivers on the roads of the region, and will elaborate measures to combat corrupt practices among road police.

**Association of Seismologists of Azerbaijan**

**\$43,858**

To increase the preparedness of relevant government agencies, municipal services, and the general population to act in the event of an earthquake. Improved emergency preparedness will reduce the loss of human life in the aftermath of an earthquake. This project is a continuation of a previously funded project to create effective emergency preparedness plans for 12 municipal services in Baku, Tbilisi, and Yerevan. This project will consolidate these individual emergency preparedness plans into joint action plans, and will improve the professional skills of staffs of the municipal and relevant governmental services to handle emergency situations through a series of trainings. The analytical and technical products of the project will be made available to interested international audiences, allowing the project partners to share their methodology throughout the world.

**"Ruzgar" Ecological Society**

**\$34,242**

To improve the environmental management of transborder water resources in Azerbaijan and Georgia. The project will introduce international specifications and standards for protection and usage of transborder reservoirs in Azerbaijan and Georgia, and also develop administrative and public mechanisms for the protection and usage of transborder reservoirs. Following the successful implementation of project activities, the appropriate government bodies in Georgia and Azerbaijan will accept and utilize international standards for water use and protection.

**"RUH" Journalists Defense Committee of Azerbaijan**

**\$30,853**

To foster independent and effective national mass media in the South Caucasus. The project will establish a region-wide information exchange network for journalists and editors. The partners will establish an on-line regional database of analytical articles and create a mechanism for cross-border on-line interviews with newsmakers on issues of common concern for the three countries. In addition, the project partners will conduct a series of cross-border on-line journalist forums. These activities will establish a mechanism for accessing reliable analysis of recent events and trends through the use of modern information technology.

**Competition**

**Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

### **"AREAT" Center for Contemporary Social Processes**

**\$2,751**

To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country, and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

### **Internews Azerbaijan**

**\$2,288**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

### **Society "Tahsil"**

**\$2,495**

To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO, and develop appropriate education policy recommendations for legislative bodies in the three countries.

### **Far Center**

**\$1,848**

To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary, and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

### **Baku Press Club**

**\$2,755**

To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will

include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend media-related legislation.

#### **Azerbaijan Institute of Strategic Research of Caucasus Development**

**\$2,655**

To develop international trade systems in the South Caucasus. The partners will research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

## **2.2 Improved Legal Systems**

### **League of Defense of Citizens' Labor Rights**

**\$34,904**

To support compliance with citizens' labor rights enshrined in Azerbaijan's new Labor Code and related regulations. Activities in this grant include seminars for organizations that defend individual rights in five regions (Sumgait, Ali-Bayramli, Ganja , Sheki, Guba). The project will also educate citizens about their rights through distribution of practical information booklets and production of a web site with relevant materials.

## **2.3 More Accountable Local Government**

### **“Sigma” Strategic Research Center for Development and International Collaboration**

**\$59,359**

To support a joint World Bank and Eurasia Foundation project to create pilots in rural infrastructure development involving municipalities and communities of three regions of Azerbaijan (Tovuz, Agstafa and Gazakh) that will improve their collaborative social efforts. Sigma was selected by a competition to pre-select municipalities and communities who prove most willing to work together, and support community prioritization and implementation of infrastructure needs. Assistance will be given for selection of project teams, development of implementation plans, setting up of local operations and maintenance fund, and the actual implementation of infrastructure projects, and monitoring of this process.

## **Belarus**

### **1.3 Private Enterprise Development**

#### **Belarus Union of Entrepreneurs and Employers**

**\$32,748**

To support private enterprise growth through the development of business associations. The project will provide entrepreneurs with a wide array of consulting services; conduct quarterly monitoring of social and economic indicators of entrepreneurship development; carry out research of current obstacles to private enterprise growth and submit the results to the Cabinet of Ministers and Ministry of Economy; prepare a draft law "On Unions of Employers," conduct public hearings, and submit the draft for review by the Ministry of Labor and Parliament; organize a series of 18 regional seminars; conduct a round table on business associations activity, and a conference on private enterprise enabling environment; and, assist in creation of two professional associations under the umbrella of the Union. All project materials will be widely disseminated through the organization's newsletter, as well as in the mass media. The project will strengthen the Union's role in solving private businesses' problems and develop the capacity of private entrepreneurs.

#### **Public Association "Women for Restoration of Naroch Region"**

**\$4,462**

To support the creation of a favorable environment for development of sustainable rural tourism for local economic development. The project will conduct marketing research to identify the most attractive tourist destinations and design a rural tourism program for the target region. The grantee will also compile, publish and distribute information materials and conduct two educational seminars on rural tourism development practice and procedures. The project will increase local awareness regarding this form of entrepreneurial activity, help to develop new economic opportunities and strengthen the information and methodological base for development of rural tourism.

### **2.1 Citizen Political/Economic Participation**

#### **Barrier Society for Consumers Protection**

**\$11,806**

To encourage civic participation through more active involvement in consumer rights protection. The project will create a regional information and training center for consumers that will include the development of a database of pertinent legislation, consumer rights organizations and cases of violations of consumer rights. The regional center will provide legal consultation, establish a telephone hot line, conduct a wide information campaign in the mass media and organize a series of seminars for target groups. Project implementation will promote better understanding and enforcement of consumer rights in the region.

#### **Foundation for Regional Press Development**

**\$32,270**

To improve citizen access to information through the development of non-government regional print media. The project will conduct research of non-governmental regional newspapers and define geographical areas where independent information access is less

available, identify groups willing to start a newspaper in such regions and provide them with the necessary consulting support on legal and accounting issues, newspaper management, business planning, advertising, conduct on-site training for staff of newly created newspapers and organize their internship in large regional print media outlets. Project implementation will help to fill the gap in public access to objective information.

# Georgia

## **1.3 Private Enterprise Development**

### **New Art Union**

**\$850**

To develop a comprehensive linkage proposal that will strengthen the regional modern art market and speed the integration of South Caucasus art into world culture. Partners will explore ways to increase the business skills of contemporary artists, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of contemporary art across the South Caucasus. In particular, the future linkage project will establish a regional art fair, organize a series of marketing trainings for art professionals, and create a web portal for artists in the region.

## **2.1 Citizen Political/Economic Participation**

### **Georgian Association of Seismic Protection**

**\$44,223**

In support of a project to increase the preparedness of relevant government agencies, municipal services and the general population to act in the event of an earthquake. Improved emergency preparedness will reduce the loss of human life in the aftermath of an earthquake. This project is a continuation of a previously funded project to create effective emergency preparedness plans for 12 municipal services in Baku, Tbilisi, and Yerevan. This project will consolidate these individual emergency preparedness plans into joint (coordinated) action plans and will improve the professional skills of staffs of the municipal and relevant governmental services to handle emergency situations through a series of trainings. The analytical and technical products of the project will be made available to interested international audiences, allowing the project partners to share their methodology throughout the world.

### **Georgian Association of Ecological and Biological Monitoring**

**\$34,928**

To improve the environmental management of transborder water resources in Azerbaijan and Georgia. The project will introduce international specifications and standards for protection and usage of transborder reservoirs in Azerbaijan and Georgia, and also develop administrative and public mechanisms for the protection and usage of transborder reservoirs. Following the successful implementation of project activities, the appropriate government bodies in Georgia and Azerbaijan will accept and utilize international standards for water use and protection.

### **Caucasus Institute for Peace, Democracy and Development**

**\$32,918**

To foster independent and effective national mass media in the South Caucasus. The project will establish a region-wide information exchange network for journalists and editors. The partners will establish an on-line regional database of analytical articles and create a mechanism for cross-border on-line interviews with newsmakers on issues of common concern for the three countries. In addition, the project partners will conduct a series of cross-border on-line journalist forums. These activities will establish a

mechanism for accessing reliable analysis of recent events and trends through the use of modern information technology.

**Competition**  
**Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

**Intellectual Property Association of Georgia**

**\$2,776**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

**International Institute of Education Policy, Planning and Management**

**\$2,474**

To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO and develop appropriate education policy recommendations for legislative bodies in the three countries.

**Georgian Economic Development Institute**

**\$2,155**

To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

**Young Lawyers' Association of Georgia**

**\$2,980**

To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will

include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will consider the partners' recommendations to amend media-related legislation.

#### **Centre for Social and Economic Research, Foundation CASE - Transcaucasus**

**\$2,930**

To develop international trade systems in the South Caucasus. The partners will conduct research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

#### **Institute of Social Policy**

**\$2,170**

To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country, and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

## **2.2 Improved Legal Systems**

#### **Police, Driver, Justice - Union**

**\$828**

To develop a comprehensive linkage proposal that will enhance civil rights protection in the countries of the South Caucasus through creation of a regional network of drivers' rights NGOs. In particular, the project will address the issue of the regular violation of civil rights of drivers on the roads of the region and will elaborate measures to combat corrupt practices among road police.

# Kazakhstan

## **1.2 Fiscal Policies & Management Practices**

### **Union of Entrepreneurs and Employers for Aktyubinsk Oblast**

**\$29,525**

To facilitate cross-border trade between Russia and Kazakhstan. The grantee and a Russian partner organization will survey businesspeople, monitor six customs posts and hold meetings in order to develop recommendations for the government on streamlining customs procedures. The project also includes trade fairs on both sides of the border, to assist firms' cross-border marketing efforts.

## **1.3 Private Enterprise Development**

### **Public Fund for Assistance to Farmers of South Kazakhstan Oblast**

**\$22,857**

To increase the viability of farms in southern Kazakhstan. The grantee will give consultations and train farmers in business skills. The grantee also has a microcredit fund, which would make financing available to qualified farmers and allow them to implement their new skills and knowledge

### **Almaty Agro Farming Association and Agriculture Cooperative**

**\$21,908**

To assist farmers. The grantee will work with farmers to create pilot cooperatives. There, they can share equipment that would otherwise be too expensive. A leasing company has agreed to provide a subsidized rate, increasing the project's chances for success. If successful, other farmers will be able to replicate the pilot cooperatives.

## **2.1 Citizen Political/Economic Participation**

### **Oblast Universal Scientific Library Named After Sabit Mukanov**

**\$19,281**

To increase interaction between government and citizens. A press center will be opened to provide a forum for the elected provincial council and non-governmental organizations to discuss budget, policy and social issues with journalists. This grant will lead to more accountable local government, better reporting on public policies, and increased citizen participation in local elections.

### **Center for Legal Assistance to Mass Media. Karaganda**

**\$10,976**

To improve the skills of future journalists by providing them with practical training. A resource center will be equipped, where students will write, edit and publish newspapers. The students will also receive training in various aspects of journalism. Two local companies are making cash contributions to this effort.

**Union of Faculties of Law Students Jurisperitus Futurum****\$18,813**

To improve legal education and assist underprivileged people, a student legal clinic will be opened. The clinic will draw students from five universities, and should serve as a model that can be incorporated into the schools' curriculum.

**Youth Information Service of Kazakhstan****\$4,200**

To conduct an institutional assessment of the country's leading student organization, to help determine how it can survive and grow. This assessment will serve as the basis of a pre-institutional development grant review.

**Corporative Foundation Amanat****\$42,912**

To improve the lives of orphans, by creating a system of foster parenting and local adoptions. The grantee will conduct social marketing to improve the public's attitude toward orphans. It will then place up to 100 orphans with foster families for the summer in one pilot city, with the expectation that many will be adopted. This program has strong potential to attract other donors or government funding, and it is hoped that it will expand to other cities following the grant period.

**Academy of Economics and Finance****\$17,968**

To train economists. The grantee will provide preparatory courses to enable students to pass the rigorous entrance requirements of the Moscow-based New Economic School's master's program. Students who qualify for the New Economic School will have access to financial support under other Eurasia Foundation grants and student loans. The grantee will also work to make the preparatory courses self-sustainable.

**Public Foundation Center for National Economic Development****\$14,912**

To involve non-governmental experts in economic policy decision making, a web site will be created. The grantee will post regular updates of economic data and analysis in Russian and English. The grantee is a new organization, with the potential to become the country's first non-governmental economic think tank.

**Newspaper Aigak****\$2,060**

To improve the management of the top independent Kazakh-language newspaper. The editor will visit newspapers and a printing plant and attend a management seminar in Russia. This should help him improve the financial sustainability, and thus the editorial independence, of his newspaper. This grant is part of the Regional Independent Media Support Initiative.

**NGO Informational Center - Kazakstan Press Club****\$87,072**

To develop journalism and support freedom of expression in Kazakhstan, institutional support will be provided to a leading press organization. The grantee will improve its management and develop income-generating activities to assure its sustainability. It will increase its role in journalism training and in providing a forum for independent organizations.

**Editorial Office of the Newspaper Ustinka Plus Co., Ltd**

**\$3,929**

To support independent journalism, through improving the financial independence of a newspaper. The paper's editor and advertising manager will visit a successful Siberian newspaper to study its management. A Russian consultant will visit the grantee to recommend management improvements. This is part of the Regional Independent Media Support Initiative.

**Your Chance Co., Ltd**

**\$1,776**

To provide a basis for independent journalism, through working to improve a newspaper's financial independence. The paper's editor will study the management of a successful regional Russian newspaper. He will then implement what he has learned at his own publication. This grant is part of the Regional Independent Media Support Initiative.

**Competition**  
**Applied Policy Research Competition for Independent and University-Based Research Centers**

*This competition is a part of the Almaty Regional Office's (ARO) initiative to support the improvement of existing individual capacity in applied public policy research. In 2001 and 2002, ARO supported a number of individual researchers. In 2003, ARO turned its attention to strengthening university programs, institutes and analytical centers and to providing places for scholars to teach, research and collaborate. These will also have more political clout since research findings are introduced into the policy debate. ARO expects to fund, through invited proposals, three to four of these centers to conduct research and attempt to enact their findings as policy.*

**Analytical Center "Strategy"**

**\$9,230**

To widen the teaching of public policy. The grantee will study how the subject is taught elsewhere and barriers to introducing it in Kazakhstani universities. It will then gather university and education ministry representatives to discuss its findings with the goal of making it a standard course. This is part of a competition for public policy projects.

**Kazakh National State University - Al-Farabi**

**\$9,300**

To improve the use of economic indicators in economic policy-making. The grantee will involve students and faculty in research aimed at optimizing tax and investment policy and presenting its research to the National Bank and government. This grant is part of the applied policy research program.

**2.3 More Accountable Local Government**

**Competition**  
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### **Sange Research Center**

**\$12,684**

To improve the responsiveness of civil servants, the grantee will research the efficiency and openness of government agencies. It will then recommend improvements to the agency for civil service. This grant is awarded under the applied policy research competition.

# Kyrgyzstan

## **1.3 Private Enterprise Development**

### **Congress of Women of the Kyrgyz Republic**

**\$34,646**

To support small and medium business development in the Chu Valley, a business incubator will be established. Three hundred and twenty people will attend courses in business planning, marketing, accounting and management. The incubator's clients will have access to office equipment, business consultations and training programs. The project has also received local support. The local government administration and a local business will together provide a building for the business incubator and cover part of the project's operational expenses. The incubator will assist over thirty businesses in filing loan applications to credit organizations, and over ten new enterprises will be opened in the business incubator.

### **Felt-Art Studio**

**\$15,578**

To support the development of handicrafts in the Issyk-Kul region. Local artisans will be offered educational courses in international quality and design standards. They will have their crafts promoted in a catalogue and published in electronic and paper format. A monthly bulletin and four handbooks for artisans will also be published. Forty new businesses will be established, with tools and equipment available on loan to artisans.

### **Consulting Company "Mekon"**

**\$4,909**

To support business education in the Kyrgyz Republic by developing and publishing a manual on commercial banking. Three hundred and sixty copies of this manual will be distributed to eight university libraries throughout Kyrgyzstan, providing a useful reference tool for business students, educators and all other library users.

### **Association of the Consulting Companies**

**\$13,706**

To support the development and improvement of the business consulting market in Kyrgyzstan, a training program and manual for local consultants will be developed. A reference book will also be published for clients with information on how to find and choose a business consultancy in Kyrgyzstan. This project will help increase the demand by local and foreign clients for local consultants.

### **Economic Faculty of the KNU**

**\$7,056**

To support business education in the Kyrgyz Republic by developing and publishing a manual on the Kyrgyz financial system, in both the Kyrgyz and Russian languages. One-thousand three hundred copies of this manual will be distributed to twenty-nine university libraries throughout Kyrgyzstan, providing a useful reference tool for business students, educators and all other library users.

## **2.1 Citizen Political/Economic Participation**

### **Tokmok Adult Training Center**

**\$34,926**

To improve the quality of economics education in public schools, a teacher-training curriculum will be developed. Course topics will include applied economics, computer basics and interactive teaching methods. A resource center for economics teachers and others will be opened, four teacher-trainers in applied economics will be trained, and a series of eight training sessions on applied economics and business management will be conducted. The target group for these trainings is young adults, businessmen and local government officials. The curriculum, including a textbook on applied economics, will be distributed to the 107 target public schools in the three regions, improving educational quality in economics for 15000 high school students and 165 unemployed adults.

## **2.2 Improved Legal Systems**

### **Public Fund of Protection and Assistance to Youth "OASIS"**

**\$24,212**

To support the protection of young people's rights in the Kyrgyz Republic, a support and legal consultation center will be established. As well as providing legal and other support to young adults, the center will establish a database of civil rights violations against them, based on research conducted under the grant

### **American University in Central Asia (AUCA)**

**\$2,999**

To strengthen the constitutional foundation for democracy in the Kyrgyz Republic. A seminar will be held for Kyrgyz government officials and legal scholars from CIS countries to develop recommendations for changes in a number of laws and regulations in preparation for the February 2003 referendum on the new Kyrgyz Constitution. Co-funding for the seminar will come from the Soros Foundation-Kyrgyzstan East-East Program. The recommendations will be disseminated to Kyrgyz parliamentarians, the President's and Prime Minister's offices, the Central Electoral Commission and to the general public via mass media.

## **Moldova**

### **2.1 Citizen Political/Economic Participation**

#### **Association of Independent-Professional Attorneys of the Republic of Moldova \$19,990**

To support the development of an effective system for consumers' rights protection. The grantee will train attorneys and lawyers in professional methods of consumers' rights protection, initiate the establishment of a mechanism for cooperation between non-governmental organizations and government institutions responsible for legal protection of consumers' rights, and conduct a large scale educational campaign among the local population in the mass media. The project activities will increase citizens' participation in protecting their rights as consumers of goods and services while introducing effective mechanisms for the consumers' rights protection and reducing the number of poor quality goods and products.

# Russia

## **1.2 Fiscal Policies & Management Practices**

### **Fund for Assistance to Science and Education - Tomsk Regional Incubator of Technologies**

**\$21,494**

The project is intended to help promote and develop effective policy in the field of public finance and fiscal management in 25 cities of Siberia and the Russian Far East. About one hundred municipal officers and city council deputies will receive extensive online training on how to work with and cater to the business development needs of entrepreneurs, thus improving the administrations' ability to draw up effective municipal policy. After exchanging and analyzing best practices, project participants will publish two manuals on budgetary finance and legal provisions for entrepreneurial business activities. These manuals, together with successful realization of project activities, will improve conditions for the development of innovative small businesses, contribute to the creation of new jobs and lead to economic expansion in the region.

### **Press Development Institute**

**\$28,155**

To develop an interactive resource center for Russian newspaper designers. Internet portal [www.Newsdesign.ru](http://www.Newsdesign.ru) will bring regional designers together and thus help to build a community of newspaper designers across the country. Designers would be able to trade their experiences and have their page layouts and projects critiqued by the specialists. Portal will update latest software, technologies and ideas on newspaper design. The project will combine expertise of a well-known newspaper designer Jeff Magness (ex-creative director of Associated Press) and resources of Press Development Institute. It is expected that by creating modern layout regional newspapers will be more attractive to the audience.

### **Society of the Graduates of the Faculty of Journalism of the Moscow State University**

**\$34,895**

To create a career center for students and graduates specializing in journalism, communications and media related disciplines. The center will be based in the Department of Communications at Moscow State University and will provide internship and job search services. Staff will help students write effective resumes, explore career opportunities and develop job-hunting skills as well as help the media industry quickly and efficiently find qualified employees. The center will support an Internet portal, including the resumes of students and graduates and updated information on internship and employment opportunities in Russian media. The circulation of information on internships will help students to choose summer internships in different parts of Russia, not only in their home city. In addition to helping foster media involvement in students' education, this will be the first project in Russia to analyze information on placement, salaries and other indicators in order to develop ratings of media education programs.

**Osipiyan Foundation****\$25,000**

To support Kvant, a magazine for youth interested in physics and mathematics; co-funded by the Eurasia Foundation and the Dynastia Foundation. To reestablish the high profile the magazine enjoyed prior to 1991 and ensure competitiveness in the modern market, Kvant will conduct an audience assessment and adjust its pricing, advertising and distribution strategies accordingly. The Eurasia Foundations' portion of the grant will cover strategic improvements, while the Dynastia Foundation will fund increased circulation. By the end of the grant, circulation is expected to more than double to 10,000. In addition, the publishing house is expected to become fully self-sufficient.

**FOSTAS Foundation****\$29,963**

To strengthen the emergence of public sector information systems, including the Federal Electronic Russia Program, by developing methodological recommendations and training materials. Federal, regional and municipal officials, as well as other interested parties, will be trained in the common lexicon and advanced Western methods and principles of IT system development in public administration. The application of this training will increase the effectiveness and the transparency of these officials' activities.

**Amurnet Far Eastern Project Management Association****\$30,749**

To develop local philanthropy in the Russian Far East (RFE) by disseminating the experiences of successful community foundations. The grantee, a founder of the "Soglasie" (Concord) Fund in Blagoveschensk, will cooperate with model foundations from Togliatti and Tyumen to provide training and consultations for organizations interested in developing social partnerships and in vehicles to encourage competitive charitable giving in RFE regions. The project will establish a communications network among participating organizations and stimulate the creation of community development foundations.

**1.3 Private Enterprise Development****Interregional Marketing Center, Chita-Moscow****\$29,769**

To develop the concept of credit unions in a region which offers entrepreneurs and consumers few financing options. The project team will create an informational center to train and provide consultations for entrepreneurs and the general public on registration and management of credit consumer cooperatives. A series of round tables will help government officials and businessmen to define practical ways for developing credit for small businesses. This pilot project will stimulate the creation of a number of credit cooperatives in the region and make loan funds available to entrepreneurs.

**Russian American Education Center****\$33,904**

To nurture the entrepreneurial spirit of young people while supporting their efforts financially. An informational center will provide business-related training for youth willing to create their own start-ups and assist the trainees in receiving access to small loans. A series of round tables will help government officials, bankers and businessmen to define ways of offering more credit options to private companies run by young people.

The project will increase the volume of credit available to young entrepreneurs and the number of their small enterprises.

**Special Faculty for Retraining of Management Personnel of St. Petersburg State University**

**\$34,922**

To improve the quality of financial higher education in northwestern regions by disseminating best practices developed by one of Russia's leading universities. The grantee will provide training for the faculty of two local universities and help incorporate three new business courses into their curricula. Faculty from all three universities will establish a network and jointly develop six case studies of local business practices. The results will be distributed to all business and economic university departments in northwestern Russia.

**Syktyvkar State University**

**\$34,984**

To improve the quality of business education for SME executives by developing a curriculum and teaching manuals for a future regional MBA program. With support from leading Russian business institutions, the grantee will develop seven management courses. They will be tested with a pilot group of 25-30 SME managers participating in a regional continuing education program. Curricular materials will be further improved based on testing results and will be incorporated into a regional retraining program.

**Peko-Center Fund**

**\$34,990**

To support the development of the baking industry in the Komi Republic. The grantee will conduct a series of seminars and consultations for managers of small bakeries in seven regions of the Komi Republic. The grantee will also create a database of small bakeries in order to further cooperation in the industry.

**Information and Analytical Center Tezaurus-Marketing**

**\$34,994**

To support more effective development of small IT companies by improving the legislative and regulatory environment of the IT sector. The project will contribute to the start-up phase of the Federal "Electronic Russia" Targeted Program (2002-2010). Administrative, tax and custom procedures will be analyzed to encourage compliance with international practices and to highlight crucial barriers in promoting small IT business services. The grantee will develop recommendations on improving regulation of the sector and discuss them with experts and the professional community. The resulting documents will be disseminated among IT companies and delivered to the Russian Ministry of Economic Development and Trade.

**Business Center, Benefit - Consult**

**\$34,999**

To reduce administrative barriers to private enterprise development by increasing transparency and simplifying the procedure for small businesses to secure lease rights to real estate. After analyzing the relevant legislation and surveying the problems faced by entrepreneurs in leasing property, the grantee will develop a prototypical lease-management scheme and make recommendations for improving existing procedures in two pilot areas: the Zelenograd district of Moscow, and the city of Voronezh. In addition, the grantee will organize two roundtables for small business representatives and local

officials to discuss these recommendations. The resulting package of initiatives will be presented to the relevant federal and regional bodies. The project's results will be broadly publicized in electronic and print media.

**Leontief International Center for Social and Economic Research**  
**\$37,886**

To boost small business sustainability by improving coordination and communication with regards to best practices and joint approaches to development between all the participants of SME support systems. The grantee will create a SME Internet portal for the Northwest Federal District to collect and disseminate the best practices and information on entrepreneurship and SME policies. The portal will also be linked to relevant local, federal and international information systems. In addition, the grantee will publish and distribute a printed bulletin on SME policies in the 11 regions of Northwest Federal District. The project is co-funded by Eurasia Foundation and World Bank Institute.

**Interregional Marketing Center Udmurtiya - Moscow**  
**\$31,488**

To boost the sustainability of small and medium-sized businesses by improving marketing skills. The grantee will carry out a series of marketing training activities for SMEs in the Udmurt Republic. Those companies most proactive in implementing marketing as part of their development programs will receive free assistance in developing their marketing plans. A series of seminars and publications will promote marketing as a basic tool for SMEs.

**Union of Employers of Republic of Karelia**  
**\$34,935**

To promote investment opportunities of small businesses in border territories of Karelia. More than 40 entrepreneurs will receive consultations that will help prepare a total of at least 25 business projects for financing. The grantee will analyze local business practices and suggest ways for improvement in order to boost small business and attract investment to the area. The grantee will also develop small business investment project database and make it available in electronic and printed format. The project aims to increase the business activity of small enterprises in five regions bordering Finland by improving business practices and widely disseminating information about the area's investment potential.

**New Economic School**  
**\$116,695**

To promote the highest quality economics education and the development of western-trained economists in Russia through continued support for the two-year graduate program in economics at the New Economic School (NES). This grant will fund the continued operation of the NES teaching program, the introduction of new programs--including an income-generating executive education program and the implementation of a new financial management system.

**National Institute for System Studies of Entrepreneurship**  
**\$34,999**

To raise the effectiveness of state support of SME through the evaluation of implementation outputs of the federal law on state support of small and medium enterprises. The grantee will carry out a comprehensive study in five regions, determining

attitudes toward the law and possibilities for improvement. The results will be published in a detailed review, which will be submitted to the major SME policy-making bodies.

**Saratov State Agricultural University**

**\$99,673**

To encourage development of the Oblast-wide agricultural extension service operation program (AESOP). This repeat grantee of the Eurasia Foundation has already successfully created an innovative extension service pilot model in Marx district, providing local farmers with needed technical, commercial, legal and accounting information. Farmers were able to significantly increase production and yields and eliminate almost entirely a number of common accounting and tax violations. This institutional development grant will enable the University to better structure their work, develop efficient schemes for charging for their services, diversify their services, improve the qualification of extension agents and farmers, expand into three more rural districts and work out strong marketing policy. All these activities are focused on increasing financial sustainability of this efficient agribusiness support program.

**Working Center for Economic Reform - Liberal Alternative**

**\$34,996**

To support more effective cooperation between large corporations and small businesses. The grantee will develop a "small town passport," an instrument for evaluating local levels of social and economic development. The passport will be tested in eight small towns with differing economies in varying official SME development policies. Final recommendations for developing the SME sector using the support of large companies will be published on the Internet and presented at the IV All-Russia Conference of Small Businesses in April 2003

**Khabarovsk State Technical University**

**\$30,134**

To increase access to capital for regional business people by promoting the concept of leasing. Building on two previous grants, leasing center specialists will provide training seminars, follow-up consultations and targeted materials about investment projects that incorporate leasing instruments for senior and financial managers of private entities and for entrepreneurs. A regional conference will be held to discuss ways to increase the effectiveness of leasing operations and to identify investment opportunities in the leasing sector for private companies.

**Vladivostok Center for Cooperative Entrepreneurship**

**\$34,833**

To stimulate innovative business activity by developing technical and non-technical communications networks among innovation experts, businessmen and scientists. The goal is to broaden perspectives for developing and funding innovative projects. In addition, the project team will apply ideas from opinion surveys of entrepreneurs, working with Moscow and St. Petersburg experts to develop and conduct a new educational program to train innovative managers capable of launching innovative projects or creating their own innovative businesses.

## **1.4 Competitive Responsive Financial Sector**

### **Gramen Consumer Credit Union**

**\$14,843**

To provide access to affordable finance for farmers in the Marx Rural District of the Saratov Oblast. The grantee will conduct a series of training seminars, on-site consultations and information campaigns. Some 200 small loans will be given to farmers in order to shore up their short-term financial resources. The grantee's efforts will accompany the extension service operation program implemented by the Saratov State Agrarian University in the district.

## **2.1 Citizen Political/Economic Participation**

### **Firn Club**

**\$34,994**

To introduce a systematic approach to solving social problems by raising the level of professionalism of youth volunteers in the region. The grantee will train young leaders in project management by organizing two "volunteerism schools" and assisting the trainees in implementing their social projects. These activities, as well as the creation of a Good Will Corps at one of the local universities, will attract more young people and local resources to socially important activities.

### **Far Eastern Legal Resources**

**\$34,998**

To improve interaction between local authorities and non-profit organizations in addressing the problems of homeless youth and neglected children. The project team will introduce this new model through a public discussion of new regulations developed for the Khabarovsk City Administration. The pilot project will be launched and monitored at public institutions for neglected children in two districts of the city. Plans are to replicate this experience in the regional districts as well, which will lead to a decrease in the number of homeless children in the region.

### **Vladivostok Triumphal Arch, NGO**

**\$34,956**

To increase private contributions for city development by adapting tsarist-era philanthropic traditions to modern times. A series of seminars, discussions and Internet forums will focus attention on the reconstruction of the Vladivostok Triumphal Arch, giving entrepreneurs a sense of their social mission and providing them with ways to participate in charitable activities. The project will create a circle of local donors - business companies and citizens - and will attract finances to support other cultural and social projects.

### **Magadan Center for Environment Protection NGO**

**\$31,720**

To involve youth in community development by fostering volunteerism in environmental issues and projects. School and university students will participate in writing and photography competitions and in a volunteer job fair oriented towards the environment, and will receive training in project management and fundraising. The Youth Volunteerism Center will provide consultations and training resources for youthful ideas.

The project will increase the number of volunteer groups in the region and encourage stronger local support of youth community actions.

**Youth Against Drugs Public Organization**

**\$32,743**

To involve citizens in their communities by broadening the role of the school as a local resource center. The Sotrudnichestvo ("Cooperation") Center of Krasnoyarsk will assist the grantee in providing consultations and training for employees of secondary schools and local authorities in Blagoveschensk, Svobodny and Tynda on how to use the community schools model. The project will also create a local team of trainers and centers for promoting this new model. By introducing this concept at several schools, implementers hope to attract more people and resources to solve community problems.

**Zelyony Dom NGO**

**\$31,254**

To support the development of social partnerships in Khabarovsk between the non-profit and the private sector. Currently, neither side has the skills to work with the other for their mutual benefit. The grantee will create a training center for jointly educating non-profit and commercial organizations on project development and fundraising. Round table discussions and a number of cooperative social initiatives are expected to increase the amount of local resources available for addressing social problems in the region.

**Union of Journalists of Buryat Republic**

**\$29,651**

To strengthen the role of the rural mass media as a conduit and shaper of local public opinion by training editors and journalists in the areas of legislation, management, advertising and journalistic ethics. In addition to seminars, competitions among the trainees and meetings with non-profits, the project team will issue and distribute a catalogue aimed at generating advertising revenues from businesses interested in rural districts. This multi-faceted approach will boost advertising revenues, increase the newspapers' circulation and inspire more articles on social issues.

**Chita Regional Center for Public Initiatives Support**

**\$31,013**

To stimulate the creation of statutory provisions for public participation in discussions and solutions to the city's problems. Building upon a previous grant, the implementer will conduct a City Forum and a series of public budget meetings to incorporate amendments proposed by citizens into drafts of the city social and economic development program and the 2004 budget. These amendments will then be presented to the city council (duma) and administration officials. The adoption of new legal regulations is expected to make public budget hearings a regular practice.

**Community Foundation Tyumen**

**\$99,973**

To support the institutional development and program activities of the Tyumen Community Foundation. Organizational and financial management will be made more efficient, the grant-making strategy will be re-tailored to the needs of the local community, new donors will be recruited, new small-grant competitions will be designed and implemented, the Foundation's public image will be promoted and conditions for developing community-based philanthropy will be improved.

**Biodiversity Conservation Center****\$12,104**

To support philanthropy development in Russia and provide the third sector with information on western and Russian grant-making organizations by publishing a book entitled *How to Ask for Money*. This third edition will include information on existing donors and their current strategic priorities, as well as current proposal requirements. 20,000 copies will be distributed among the main grant-making organizations and Russian NGO resource centers. Previous editions of the book, also supported by the Eurasia Foundation, were enthusiastically received and widely used in the NGO community.

**Committee of Residential Self-Government, Micro-district Mestechko Avdotieno, Ivanovo****\$20,139**

To break monopolies in the housing and communal services sector in the city of Ivanovo and catalyze the development of private enterprise in the sector. To promote the creation of homeowners-associations and increase civic awareness about varying forms of local self-governance, the Residential Self-Government Committee will conduct a large-scale educational drive for local inhabitants, lawmakers and administrators. With assistance from Moscow-based experts, the grantee will elaborate a new methodology for calculating economically efficient tariffs for housing and communal services. Based on those results, new standards will be designed and submitted to the local Duma. Passage of those standards into law, together with the educational campaign, should spur both increased civic involvement in community management and more efficient local governance.

**Kaliningrad Fund - Resource Information and Analytical Center****\$32,607**

To develop a citizen initiative support system in the Kaliningrad Oblast by supporting a regional community foundation. A group of activists from Kaliningrad will undergo an internship at the Toliatti Community Foundation. Representatives of Kaliningrad government, business and NGOs will participate in a series of seminars and the necessary amendment to the legislation will be drafted. By the end of the project, a Community Foundation will have been registered as a new legal entity.

**Consumer Cooperative, International Resources****\$21,100**

To promote corporate philanthropy in Russia through a series of informational events. The grantee will conduct a survey of the business communities' attitudes about charitable activities in three regions, draft recommendations and PR-strategies for businesses involved in corporate philanthropy, and run several roundtables to discuss how corporate philanthropy can raise regional credit ratings. Based on the results of the project, the grantee will send proposals to national legislative bodies related to eliminating barriers to corporate philanthropy.

**INDEM Foundation****\$34,965**

To increase the accountability of Russian legislators by supporting a nationwide Internet-based public oversight network. Monitoring efforts will follow two vectors: (1) Groups of local activists and NGOs will collect information on deputies' performance in the electoral districts; and (2) In Moscow, the INDEM Foundation will monitor and analyze

deputies' voting behavior and the bills they propose. All monitoring reports will be posted on the Internet in a moderated environment. With the assistance of the VOICE Association, participants - including non-governmental organizations and individual civic activists - will be trained in monitoring techniques through hands-on seminars.

**Institute of Non-Government Sector**

**\$34,922**

To support the development and institutionalization of territorial self-governing associations (TOSI) as part of the local self-government system. Municipal employees will be given training to improve their skills in interacting with territorial self-government associations. Members of territorial self-government associations will be trained to make their organizations more sustainable. Successful techniques of social partnership will be published and disseminated for potential replication.

**TV Studio, New Course**

**\$17,573**

To contribute to community development by using television to prevent bigotry. The broadcast production company "New Course" will create two television segments devoted to the cultural and ethnic traits of the various nationalities living in the Volga Federal District. The programs will be aired by regional television stations and possibly by the nationwide channel Culture. The grantee will also work to create a network of local TV-journalists capable of producing high-quality programs.

**Saransk Gymnasium #20**

**\$9,169**

To improve the level of secondary education through special programs for gifted children. The Saransk Gymnasium No. 20 will organize a series of extracurricular educational events, including themed contests, conferences, summer camps, etc. The grantee will also conduct a workshop for school directors and teachers from Saransk, Orenburg and Alatur in order to exchange best practices and program ideas.

**State Television and Radio Broadcasting Company, Mari - El**

**\$9,017**

To contribute to community development through a series of public-service broadcasts. Television segments devoted to the pressing social problems, including mortgage lending, homeless children, social services for residents and services for disabled. The programs will be broadcast by the only television station in the Mari El Republic. Residents will then be given opportunities to work with local officials and experts to find possible solutions to specific issues.

**The Spark, An Organization for Young People**

**\$34,740**

To support community philanthropy through introducing methods of attracting private and corporate donations and other forms of fundraising into community schools in the South of Russia. The grantee will accumulate best techniques and train forty-eight representatives of community schools from eight regions. The trained leaders will organize twenty events designed to attract resources for solving community issues. These events will involve local businesses, citizens and local governments in charity giving. As a result, the best practices will be summarized at an interregional conference and distributed among community schools and NGOs in the South of Russia.

**ORION TV Company****\$18,500**

To boost civic participation in social and economic decision-making via a pilot project for neglected children. The grantee will promote the use of foster families through a series of 30 television segments to be broadcast in the Samara, Perm and Ulyanovsk oblasts. In addition to providing assistance to those featured, the programs will encourage better coordination between state and public organizations to improve the situation of neglected youth.

**SKAT TV Company****\$20,368**

To promote civic participation in social and economic decision-making through televised live debates. The topical discussions between officials, legislators, experts and citizens will be broadcast in the Samara and Penza oblasts. The programs will encourage more active civic involvement in the two regions.

**Center of Development and Innovations****\$9,499**

To foster civic participation by promoting trusteeship in the educational institutions of the Volga Federal District. The Center for Development and Innovation will conduct several seminars for secondary schools that have been designated as "federal experimental platforms." Other stakeholders, including businessmen, government officials and parents, will also participate in order to foster better understanding of the role of the new boards of trustees. As a result of the seminars, the grantee will publish a hand-book, draft amendments to relevant laws and develop a PR-strategy for the concept of trusteeship in Privolzhsky Okrug.

**Ufa Lyceum, Sodruzhestvo****\$8,203**

To contribute to community development by facilitating the social readjustment of orphans. The grantee will provide 20 orphanage graduates with professional training sessions in computer literacy in order to help them build careers in the rural districts where they may most easily find accommodation. The grantee will also interact with the orphanage directors and municipal officials to spread the model.

**Multimedia Complex of Actual Arts****\$8,974**

To increase cultural exchanges between regions of the Volga Federal District through the application of information technologies. The Moscow Multimedia Center, a leading Russian organization, will digitize old photographs preserved in the museums of Nizhny Novgorod and Samara. The resulting archive will be published on the Internet, as part of a specialized site devoted to the history of photography in three regions. In the future, the grantee plans to launch a nation-wide "Photo Chronicle of Russia," based on content from the Internet site.

**Planned Parenthood of Khabarovsk Krai****\$10,392**

To involve youth at risk in volunteer activities as a means of addressing social problems among their own peer groups. Specialists experienced in working with physically or socially-disadvantaged young people will identify leaders among these groups and train them in volunteerism principles centered on a healthy lifestyle. The social projects these

youth leaders will initiate, plus a round table of NGOs, government and social institutions focused on youth volunteerism, are aimed at attracting more local resources to support community-oriented youth activities.

**Sakhalin Regional Branch of the Union of Russian Journalists**

**\$18,381**

To increase public oversight of local government activities by helping the media obtain more reliable information from them. In cooperation with Moscow and St. Petersburg colleagues, the grantee will organize joint legal and public relations training for journalists and for employees of press-centers. The project will include discussion of internal regulations and ethical norms for governmental press-centers, to more closely approximate the function of public relations departments.

**Vladivostok State University of Economics and Services**

**\$24,781**

To improve employment opportunities for university graduates and encourage intellectual resources to remain in the Russian Far East. The project will incorporate a new course, "Career Opportunities in Technology," into the curriculum of the university and distribute information about this pilot course among other higher educational establishments through a seminar and a conference. This course will increase the opportunities and access to information to young specialists and focus more attention on the need to provide more resources for developing the intellectual potential of the region.

**Amur Regional Branch of Youth Lawyers Union**

**\$34,965**

To involve the public and private sector in strengthening a weak business development environment. Opinion polls, public discussions, consultations on tax issues and economic rights protection will encourage governing bodies and the business community to develop legal regulations in support of private enterprise, leasing development and simplification of tax procedures. A follow-up creation of a Small Business Council under the Amur Oblast Governor, as well as the adoption of new legal documents, will broaden the entrepreneurs' opportunities to influence policies related to their activities.

## **2.2 Improved Legal Systems**

**JSC Consulting**

**\$22,365**

To support private enterprise development in the region through the expanded use of mediation among small and medium-sized businesses. Through seminars, media coverage and individual meetings with entrepreneurs, the grantee will educate businessmen on the benefits of resolving commercial conflicts through mediation. The mediation center will offer consultations on specific conflicts and provide mediation services. Best practices will be summarized and distributed through bulletins to regional entrepreneurs and business support organizations in the region as well as alternative dispute resolution organizations nationwide. The grant will boost the efficiency of conflict resolution for local businesses.

## **2.3 More Accountable Local Government**

### **Krasnoyarsk Branch of St. Petersburg Institute of Management and Economy**

**\$34,832**

To raise effectiveness of local self-government bodies in and around Krasnoyarsk by boosting the professional qualifications of municipal employees. City employees from a number of communities will be trained in using project approaches to solve local economic and social problems. Each student will draft a project addressing a problem in his/her municipality, which will then be assessed by the examination committee and presented for legislative and executive approval. The implementation of these projects will then be monitored and evaluated.

### **The Northwest Russia Small Grants Initiative**

*The Eurasia Foundation's Moscow Regional Office administers is a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.*

### **Archangelsk City Administration**

**\$34,835**

To facilitate more effective utilization of public funds through municipal bidding. Municipal legislation regulating all aspects of the municipal bidding process will be amended to fit the federal law. New software applications will be developed to automate the municipal bidding process and raise its effectiveness. Employees of municipal departments eligible to place orders, as well as representatives of private and public bidders, will be trained to use the new legislation and software. The number of municipal competitions will be increased from two to 10 per year.

## Tajikistan

### **1.2 Fiscal Policies & Management Practices**

#### **NGO "Zan va Zamin"**

**\$14,235**

To support reform of housing sector management. Working with a grantee from neighboring Uzbekistan, this NGO will adapt the experience of a housing reform effort that led to a new law on apartment owners' associations a few years ago. They will research the economic conditions of the housing sector and current legislation before drafting recommendations on new forms of homeowner selfgovernance and housing services such as condominiums or apartment owners' associations.

### **1.3 Private Enterprise Development**

#### **Biosphera Association**

**\$9,971**

To improve health care through improved management. The financial crisis in health care is beyond imagination, so this series of seminars and roundtables is intended to help clinic and hospital managers learn to find sources other than the state budget to generate revenue. This is one of the needed first steps in the development of private medical services.

#### **NGO Mehrubon**

**\$2,801**

To support the expansion of consulting services to assist very poor farmers. A prior grantee will train and mentor personnel at this organization, and they will provide agrobusiness consulting services to over 240 farmers.

### **2.3 More Accountable Local Government**

#### **NGO Khamroz**

**\$21,911**

To increase the effectiveness and responsiveness of local government. At a new resource center, 60 officials of the regional administration will be trained in social and economic aspects of regional management, their first training in ten years. A former grantee will do the training and monitor the results as the lessons are applied in three border regions.

#### **NGO Sitora**

**\$17,249**

To develop local self-government institutions. Working near the Afghan border, this project will train more than 400 representatives of local government and NGOs in the basic legal framework of local self-government and their social, economic and financial responsibilities and mechanisms of cooperation. It is an inclusive program to activate citizen participation. This will have a positive influence on the political situation in the border region.

# Turkmenistan

## 1.3 Private Enterprise Development

### **Turkmen Agricultural Univeristy**

**\$17,549**

To promote private agribusiness. The development of private farming goes slowly in this country due to a number of economic, social and legislative obstructions, but the lack of information about new farming methods and about the management of small farms as small businesses hinders progress as well. With a number of consulting and training activities, this project will provide practical support to over 100 farmers.

### **Agzamov Jemshit**

**\$7,557**

To promote the development and growth of private farms by providing access to information and resources for farmers through a new agribusiness consulting center. Beyond training, this project is intended to help farmers establish partnerships with suppliers in the NIS and abroad to introduce new agricultural methods-- particularly important because the majority of rural citizens have no access to information and an oppressive legal system hinders development of private agribusiness.

### **Club of Sport's Veterans**

**\$2,955**

To create better conditions for small business development. Starting with roundtable discussions with successful entrepreneurs, the project will identify constraints and weaknesses of current laws and regulations that effect business. Based on the proposed solutions, follow up support is possible.

## 2.1 Citizen Political/Economic Participation

### **Guldjema Ashirova**

**\$2,270**

To create dialog between mass media, NGOs and local government. The project will collect information on the civil society environment in the country. Starting with a survey, the project will publish information on relevant issues in a local newspaper and will disseminate booklets with this information. In addition, the project will conduct a series of roundtables in eight area towns.

# Ukraine

## **1.3 Private Enterprise Development**

### **Society of Intellectual Property**

**\$28,438**

To introduce an effective system for intellectual property rights protection in the region. The grantee organization will educate authors and artists about intellectual property rights protection mechanisms and disseminate information to the general public and users about intellectual property rights. The project activities will result in the development and implementation of a pilot program on intellectual property rights protection in Dnipropetrovsk region to test the most effective mechanisms of protection and to share findings with other regions in Ukraine. In addition, it is expected that the program will lead to a decrease in the number and scale of distribution and use of pirated products in the region, raise demand for licensed products, and increase the amount of collected and paid royalties with a special emphasis on royalties paid to Ukrainian authors. The program will help to promote court enforcement of IPR protection cases as informed right holders bring actions to protect their rights and authors will become more interested in patenting inventions and protecting their rights as enforcement increases.

### **Center for Land Reform Policy in Ukraine**

**\$34,903**

To support development of private entrepreneurship in agricultural sector. The project will conduct a national competition of journalist publications "My Land," hold a seminar for journalists and officials, produce a manual for journalists with information on responsibilities of the state information department authorized to provide information to public and other useful data for journalists, publish a digest of the best articles submitted to the competition, create a database of journalists specializing on land reform issues and media covering these issues, and database publications on land issues. Project implementation will increase public awareness about principles and further development of land market, increase civil society capacity to participate in decision-making processes creating the open and transparent environment and establishing effective dialogue between state authorities, local governments, mass media and NGOs.

### **Charitable Foundation Renaissance Steppe**

**\$6,536**

To support the creation of a favorable environment for development of tourism. The project will create a database of available tourist products as well as conduct research to identify the prospects for development of new types of tourist activities in this region. The grantees will also create and distribute a tourist catalogue and informational video materials. The project will strengthen the information and methodological base for development of tourism, increase awareness of the tourist attractiveness of the region and promote economic development.

### **Carpathian Region Tourist Board**

**\$32,085**

To support accelerated development and growth of private enterprise in the tourist sector. The project will establish a Regional Tourist Information Center, which will provide

customers, free of charge, with information services and print materials about the regional tourist infrastructure. The project will update a database of the regional tourist industry and develop and publish information materials for the Regional Tourist Information Center. In addition, the project will conduct seminars for the Center employees, as well as organize round tables for representatives of tourist businesses and state authorities in order to consolidate their efforts on regional tourism development. The project will strengthen the image of the Ivano-Frankivsk region as a tourist center through increased information support to the tourist industry, promoting additional tourism to improve local economic conditions.

## **2.1 Citizen Political/Economic Participation**

### **Dnipropetrovsk Youth Cooperation Center**

**\$14,848**

To strengthen the financial sustainability of local NGOs by conducting a management training course on the voluntary sector. The project will produce a series of training seminars, facilitate exchange of experience and practice and provide consulting for non-profit managers and civic leaders from small towns and regions. The project's implementation will increase the professionalism of NGO managers and create more favorable conditions for non-profit sector development.

### **Institute of Social and Cultural Management**

**\$36,072**

To create an effective mechanism for citizen participation in political and economic decision-making by encouraging independent media to advocate for public policies that further democratic reform. The project will structure and develop the work of the Social Information Agency, develop an independent internet- intranet platform for journalists, publish and distribute manuals on information technologies and conduct training seminars. Project activities will provide media professionals with the skills and resources to contribute effectively to public policy debate.

### **Public Organization 'Charter-4'**

**\$29,220**

To facilitate citizen access to information through the promotion of press freedom and development of an independent media. The project will organize 8 regional trips of a delegation consisting of well-known journalists, lawyers and NGO representatives. The agenda will include: seminars for local journalists dedicated to the issues of ethical journalism and assistance in conflict resolution; meetings with representatives of local authorities to discuss the state of freedom of press; round tables with professors of higher education journalism departments, as well as lectures for journalism students. A conference for deans and professors of higher education will also be conducted to discuss ways of improving the system of journalism education. The project will promote journalists' ethics, support initiatives of professional solidarity and help to develop practical measures to enhance journalism education.

### **Center for Support of Public and Cultural Initiatives**

**\$22,453**

To strengthen local civic organizations by creating a network of information and consulting centers at local offices of the Ministry of Culture. The project will provide training for center staff, consulting and information support to regional NGOs and publish and distribute materials on NGO organizational and financial management issues

among regional non-profit organizations. Project activities will provide local NGOs with the tools needed to better address social problems through increased access to information resources.

**Ukrainian Newspaper Publishers Association**

**\$34,251**

To improve citizen access to information through reduction of obstacles to independent media development. The project will monitor access of regional print media to information about state authorities activity, analyze existing legislation and prepare draft regulations and recommendations to improve laws related to access to information on activities of state authorities, conduct a seminar for publishers on access to information, establish a dialogue between publishers of non-governmental print media and representatives of state entities and distribute a weekly electronic newsletter "News of Ukrainian Print Media." Legal services for publishers will provide consulting in two areas: (1) access to information issues and, (2) accounting and taxation topics. The project will help to create a more favorable legislative environment for media and promote media sustainability and independence.

**Ukraine American Chamber of Commerce Helping Hands**

*A corporate matching grant program established by the American Chamber of Commerce in Ukraine and the Eurasia Foundation to provide funds to local organizations that address issues facing the Ukrainian population, such as HIV/AIDS awareness and prevention.*

**Charitable SALUS Foundation**

**\$3,195**

To support efforts to prevent the spread of HIV/AIDS. The project will establish a telephone hot line and produce a series of informational materials. These activities will increase public awareness of HIV/AIDS - related issues. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations

**Ukrainian Red Cross Society, Dnipropetrovsk Oblast Organization**

**\$2,642**

To increase HIV-AIDS awareness among secondary and high schools students. The project will produce a series of lectures for school age children as well as training for local authorities and NGO leaders. Project activities will help to consolidate efforts of local government and the NGOs to prevent dissemination of HIV-AIDS among young people. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

**Society for Support of HIV-Infected People**

**\$2,680**

To support efforts to prevent the spread of HIV/AIDS. The project will produce an assistance program for those infected with HIV/AIDS and members of their families, employers and educators. The project activities will enhance reintegration of family members of HIV/AIDS victims into the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands"

initiative that targets development of effective local civic and philanthropic organizations.

### **Ukraine NGO Resource Center Development Program**

*The goal of the program is to help the most promising NGO resource centers strengthen their institutional capacity to better serve an expanding and maturing nonprofit sector in Ukraine. This implementation plan is divided into two nine-month stages: (1) assessment and planning and (2) implementation. Stage One is designed to provide all resource centers an opportunity to identify their strengths and weaknesses and, with outside assistance, to develop strategies to address them. Stage Two incorporates a screening process to select the most promising resource centers, in which we would invest additional resources to assist them in implementing their institutional development plans.*

### **Charity Foundation Community Initiatives**

**\$24,804**

To promote sustained, active citizen participation and NGO involvement in community development initiatives in the Kharkiv region. The project will increase public awareness of local NGO and civic organization activities in the past and present through the publication of information materials, NGO training on regional issues, local media competitions, press conferences and press releases. Development of strategic plans for community partnerships through workshops and the establishment of NGO coalitions will further enhance the strength of the NGO sector in the region. The project's activities will promote active, joint involvement by the public and NGOs and help develop cooperation among stakeholders to implement programs designed to enhance the effectiveness of community development programs.

### **Volyn Resource Center**

**\$23,174**

To support the social activity of citizens in Rivne, Volyn, Zhytomyr and Khmenytsk oblasts, increase the financial viability of NGOs and enhance the positive image of the third sector in the region. The project will establish a strong training network to efficiently address regional problems. It will organize a series of trainings to provide regional authorities and local activists in small towns with professional tools on encouraging activity of local communities and establishing a network of professional trainers. The project will assure coverage of the project in the local media, among local stakeholders and NGOs through convention of the forum of local development, issue of the corporate Newsletter and constant upgrade of its website.

## **2.2 Improved Legal Systems**

### **Ukrainian Center for Economic and Political Studies Named after O. Razumkov**

**\$18,064**

To reduce obstacles to independent media development and facilitate citizen access to information. The project will analyze the status of independent mass media development in Ukraine, design recommendations regarding optimal methods to improve the situation and publish an analytical report. Findings and recommendations will be presented within the context of parliamentary hearings and round tables. The project's implementation will promote the establishment of a more favorable environment for independent mass media development.

# Uzbekistan

## **1.2 Fiscal Policies & Management Practices**

### **Training-Consulting Centre of Market Relations at the Ministry of Macroeconomic and Statistic**

**\$13,025**

To increase effectiveness of local government through in-service training of civil servants. With economic development still government's function, there is a need for a better understanding of regional economic development as a field of study. Specialists trained by the World Bank and the United Vienna Institute will conduct a series of seminars for civil servants across the country. It is hoped that this will help regional government become more independent in economic decision-making and planning.

## **1.3 Private Enterprise Development**

### **Training Consulting Center Nodira**

**\$21,225**

To develop small and medium sized businesses in the Fergana Valley. A regional effort, this project will establish three information and consulting centers which will promote commerce and trade across the region. They will exchange market information on prices, availability of inputs and supply trends through direct communication, a regional business club and publications.

### **Business Incubator of Shahrizabs**

**\$11,823**

To accelerate the development and growth of private entrepreneurship. In addition to providing much needed training and consulting services in business basics and legal issues for entrepreneurs, this project will also initiate a consulting hotline for prompt, practical business advice.

### **Samarkand Business Incubator**

**\$12,364**

To accelerate development and growth of small business in a remote rural region. With materials translated into the local language, the grantee will provide training for potential entrepreneurs about how to start a business. The region's first business consultants will also receive training and support.

### **NGO Fukurolik Tashabbusi**

**\$32,190**

To promote agribusiness development by establishing an Extension Service Center. The project takes a two-pronged approach with training for farmers in management, marketing, taxation and accounting, as well as a program to develop a mentoring system to provide consultations for farmers in agribusiness and agronomy.

**Trans Eko Private Scientific Consulting Center****\$18,433**

To design a course in corporate management for a state-run organization. This program will support the initial stages of a management reorganization in the nation's railway and road transport network as part of a case study for a new business course entitled "Corporate Management: the form and development of conditions for privatization of the economy." The grantee will develop training materials and coursework and train 125 managers. It is anticipated that this course curriculum and case study will help initiate the privatization process.

**Union of Beekeepers of Fergana Oblast****\$26,730**

To support beekeeping, a growing export industry in this region, the grantee will provide its 240 members and other interested parties with training and consulting on small business management, tax legislation and customs regulations.

**Women Center Ihlos****\$8,044**

To increase employment among women in an area suffering from 60% unemployment. The grantee will provide business education and consulting on how to start a business to 60 women following their graduation from the center's job-skills program. The grantee will then assist these women in turning their new sewing skills into businesses and jobs. The Center will seek to continue the program for about 100 unemployed women each year.

**Magazine Bozor, pul va Credit****\$15,161**

To accumulate and distribute accurate information about the changing banking industry. Non-bank financial institutions such as credit unions are expanding due to recent changes in the law, but the changes are not widely understood. The grantee will conduct a round table with representatives of parliament, the Ministry of Finance, the Central Bank, international organizations, NGOs and credit union managers and then publish a series of information bulletins to promote to a more favorable environment for non-bank financial institutions.

**Centre of Social Partnership Tashabbus****\$27,582**

To increase employment for graduates of the region's vocational training institute through small business training, consulting services and legal support.

**Business Women Association of Gala-Assiya City of Bukhara Oblast****\$9,040**

To reduce unemployment among women. This program will expand the association's service to its constituents and community by initiating small business training and consultations for female entrepreneurs. The project aims to offer consolation services to 800 women and should result in as many as 30 new businesses being established and 70 women becoming employed.

### **Educational-Consulting Center "Intellect-Business"**

**\$18,468**

To support the protection of intellectual property rights and entrepreneurship. Through a training program, textbook, a legal database and a masters-level course at a university, this project will widen access to information on protection of intellectual property rights, increasing the number and quality of specialists on the topic and providing support to entrepreneurs in this area. This grant represents an early step in the process of improving compliance with intellectual property rights.

### **Association of Surkhandarya Oblast Libraries**

**\$32,781**

To increase growth in the agri-business sector by improving the management skills of private farmers and creating a network of sustainable information centers. The Surkhandarya Oblast is 95% agricultural. Most farmers lack basic business management skills. Six new information and consulting centers will train owners of small farms on organizational and financial management topics so they might move from subsistence farming to small-scale commercial agriculture.

## **1.4 Competitive Responsive Financial Sector**

### **Yakkabag Branch of Business Women Association**

**\$13,757**

To improve the economic prospects in an impoverished rural area with poor communications and transportation infrastructure, this grant will support a new education and consulting center to serve unemployed women. Through training programs and consultations on legal issues related to small business development, the grantee will help women find new opportunities to participate in the market economy.

### **Credit-Informational Bureau Under Uzbekistan Banking Association**

**\$2,948**

To investigate the current legal environment for establishing a credit information bureau responsible for the collection and exchange of information and credit histories of commercial entities. The grantee will undertake a legal analysis to determine whether a credit bureau is possible under existing laws and to offer legislative recommendations. Particular attention will be given to researching the issues of bank privacy rules and the exchange of bank information. Simultaneously, the grantee will identify demand among credit institutions and other commercial entities. If the results are positive, the grantee will plan an informational exchange system, draft the enabling legislation and legally register the credit-information bureau.

## **2.1 Citizen Political/Economic Participation**

### **Tashkent Public Education Center**

**\$22,452**

To increase journalists' awareness of civil society issues and to strengthen collaboration between NGOs and the media. Leaders of NGOs and journalists will participate in a series of workshops, discuss key social problems and devise methods of cooperative solutions in a "master-class" for a new generation of journalists.

**Newspaper Kashkadarya****\$18,062**

To increase the legal literacy of local businessmen by creating a new business section in the city's main newspaper. The grant will provide business reporting training to local journalists, along with consultations for business leaders for working with the media.

**Congregation of Galaba Makhalla's Inhabitants****\$10,925**

To support community level development activities. This is a test of neighborhood organizations as the instruments of change. In a pilot program supported by a prior grant a community team identified their most pressing problems through an open, public process. In this program, they plan a series of workshops to continue open dialogue and community action on a broad range of local issues. This could be a model of a new role for the traditional maxalla in the development of civil society.

**2.3 More Accountable Local Government****Almalyk Mountain - Metallurgical Technical School****\$6,692**

To increase the quality of legal services delivered by makhallas-local self-governmental bodies-which have a strong role in local governance but limited training. The grantee will establish a "Street Law School" and a center for conflict resolution in a pilot makhalla, conduct training in legal issues for "sheriffs," and open a hotline for legal consultations. The experience of the pilot makhalla will be replicated in the other 41 makhallas of the city.

**Tashkent State Economics University****\$34,650**

To improve municipal management. Through further support to the nascent School of Public Administration, this program will provide masters-level courses in municipal management and municipal finance along with retraining programs for civil servants. There will also be analytical work on regional issues and direct consulting for selected municipalities. The coursework will be published in professional journals.



## **Appendix E**

### **Non-U.S. Government Grants by Country and Strategic Objective** *(includes descriptions of competitions and special programs)*



## **Armenia Non-U.S. Government Grants**

### **2.1 Citizen Political/Economic Participation**

#### **Competition**

##### **Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

#### **Media Support Internews NGO**

**\$2,856**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

#### **Armenian Center for Political Studies and Training Public Organization**

**\$2,822**

To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO and develop appropriate education policy recommendations for legislative bodies in the three countries.

#### **Center for Socio-Economic Researches and Analysis**

**\$2,732**

To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

### **Committee to Protect Freedom of Expression**

**\$2,813**

To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend media-related legislation.

### **The Armenian Center for National and International Studies**

**\$2,874**

To develop international trade systems in the South Caucasus. The partners will conduct research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

### **Center for Regional Integration and Conflict Resolution**

**\$2,662**

To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

# Azerbaijan

## Non-U.S. Government Grants

### 1.3 Private Enterprise Development

#### **Association of Certified Accountants of Azerbaijan**

**\$34,367**

To support Azerbaijan's transition towards international standards of financial reporting and control, to ensure better financial transparency, to attract investments and to stimulate economic growth. This grant builds on an earlier grant that introduced a system of training for private sector accountants, first in Baku, and then in five regional centers. The project will expand ACA (Association of Certified Accountants of Azerbaijan) activities to train members of legislative and executive branches of government responsible for introducing international standards to Azerbaijan, and for regulating business activity. The ACA will conduct round table discussions with leading stakeholders of accounting reforms to formulate a strategy for reform, develop a package of recommendations for submission to the government of Azerbaijan, conduct wide public discussion of these recommendations and translate international accounting standards into Azerbaijani.

#### **Competition**

##### **Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

#### **"Caucasus United" Center of Social-Economic and Scientific Research**

**\$2,288**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

### 2.1 Citizen Political/Economic Participation

#### **Competition**

##### **Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By*

*supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

#### **Internews Azerbaijan**

**\$2,288**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

#### **Society "Tahsil"**

**\$2,495**

To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO and develop appropriate education policy recommendations for legislative bodies in the three countries.

#### **Far Center**

**\$1,848**

To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

#### **Baku Press Club**

**\$2,755**

To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend media-related legislation.

### **Azerbaijan Institute of Strategic Research of Caucasus Development**

**\$2,655**

To develop international trade systems in the South Caucasus. The partners will research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

### **"AREAT" Center for Contemporary Social Processes**

**\$2,751**

To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

## **2.3 More Accountable Local Government**

### **'Sigma" Strategic Research Center for Development and International Collaboration**

**\$59,359**

To support a joint World Bank and Eurasia Foundation project to create pilots in rural infrastructure development involving municipalities and communities of three regions of Azerbaijan (Tovuz, Agstafa and Gazakh) that will improve their collaborative social efforts. Sigma was selected by a competition to pre-select municipalities and communities who prove most willing to work together and support community prioritization and implementation of infrastructure needs. Assistance will be given for selection of project teams, development of implementation plans, setting up of local operations and maintenance fund and the actual implementation of infrastructure projects and monitoring of this process.

## **Georgia Non-U.S. Government Grants**

### **2.1 Citizen Political/Economic Participation**

#### **Competition Integration of the South Caucasus Countries with European Conventions**

*To support the further development of economic and democratic reforms in the region by strengthening contacts and cooperation among South Caucasus organizations. By supporting advocacy for the adoption and implementation of European conventions and norms, this initiative will facilitate Public Policy Institutes' (PPI) comparative research activities in harmonizing legislation, public policy and practice in the South Caucasus countries with European Institutions.*

#### **Intellectual Property Association of Georgia**

**\$2,776**

To develop open and secure information communication technologies (ICT) in the South Caucasus. The partners will conduct research and develop a linkage project that will include an analysis of the legislation regulating ICT in the three countries and the extent to which the legislation complies with standards set by the Council of Europe, including the Convention on Cybercrime. The linkage project will produce policy recommendations for legislative bodies in Armenia, Azerbaijan and Georgia. Following successful implementation of the linkage project, the appropriate government bodies will utilize the partners' recommendations to amend ICT-related legislation.

#### **International Institute of Education Policy, Planning and Management**

**\$2,474**

To improve the systems of higher education in the South Caucasus. The partners will conduct research and develop a linkage project to promote the adoption of recognized international standards in the higher education systems of Armenia, Azerbaijan and Georgia. In particular, the future linkage project will assess the degree to which education legislation in the South Caucasus countries complies with the Lisbon Convention on Higher Education jointly drafted by Council of Europe and UNESCO and develop appropriate education policy recommendations for legislative bodies in the three countries.

#### **Georgian Economic Development Institute**

**\$2,155**

To support the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations will conduct research and develop a linkage project that will include a comparative analysis of the national financial, budgetary and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards.

**Young Lawyers' Association of Georgia****\$2,980**

To support the freedom of speech and independent media development in the South Caucasus. The partners will conduct research and produce a linkage project that will include an analysis of mass media legislation in the three countries and the extent to which this legislation complies with standards set by the Council of Europe and other international organizations. The future linkage project will include policy recommendations to legislative bodies in Armenia, Georgia and Azerbaijan. Following successful implementation of the linkage project, the appropriate government bodies will consider the partners' recommendations to amend media-related legislation.

**Centre for Social and Economic Research, Foundation CASE - Transcaucasus****\$2,930**

To develop international trade systems in the South Caucasus. The partners will conduct research and jointly develop a linkage project that will include a comparative analysis of trade policies in Armenia, Azerbaijan and Georgia as they relate to the Council of Europe's accession terms. The final result of the linkage proposal will be a series of policy recommendations to the three governments in the region on how to bring national trade policies into compliance with European standards and international conventions.

**Institute of Social Policy****\$2,170**

To support the growth of civil society in the countries of the South Caucasus. The partners will conduct research and develop a linkage project to harmonize the legislation regulating non-governmental organizations (NGOs) with European conventions and norms. Within the framework of the linkage project, the partners will conduct a comparative analysis of existing NGO legislation in all three countries, identify specific problems hampering the development of the NGO sector in each country and assess the degree to which such legislation complies with European standards and norms. The linkage project will also develop recommendations that will be presented to legislative bodies in Armenia, Azerbaijan and Georgia and to international organizations interacting with the NGO sector.

## **Russia**

### **Non-U.S. Government Grants**

#### **1.3 Private Enterprise Development**

##### **Tomsk Business Support Partnership**

**\$34,989**

To provide small businesses with access to professional support by strengthening local SME development infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will prepare a group of 10 to 15 local consultants to further develop an existing business support organization and will monitor their independent start-up activities. Local entrepreneurs receive training and consultations on various business issues from the grantee's experts and the newly trained consultants. A summary of the project's results will be published in a quarterly bulletin and on the grantee's website.

##### **National Cooperation of Business Incubators**

**\$34,989**

To provide small businesses with access to professional support by strengthening local SME development infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will prepare six groups of local consultants to develop independently their business support organizations, with monitoring and methodological support from the grantee. A summary of the results of the project will be published and distributed in the regions targeted by the Partnership Initiative.

##### **Higher Business School**

**\$35,000**

To provide small businesses with access to training and consulting services by strengthening local SME development infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will train a group of up to 18 local consultants to further develop an existing business support organization and will monitor their independent activities. The trainees will create and publicly discuss with local authorities and businesses a draft strategy of small business development. Entrepreneurs will receive training and consultations on business issues from the grantee's experts and the newly trained consultants. As a result of training they will develop business/credit plans for their SME. A summary of the project's results will be published in local media.

##### **Krasnoyarsk Branch of Moscow State University of Economy, Statistics and Information**

**\$35,000**

To improve the effectiveness of local small businesses and to lay the foundations for SME support infrastructure. The project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will prepare a group of 10 potential local consultants to

organize a business support structure. Up to 100 local start-ups and entrepreneurs will receive training and consultations on basic business issues. The project's events and results will be covered quarterly in a regional newspaper.

#### **Irkutsk Business Development Agency**

**\$34,988**

To provide small businesses with access to training and consulting services by strengthening local SME development infrastructure. The project is a part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will train a group of local consultants to further develop an existing business support organization and will monitor their independent activities. The trainees will create a concept for small business development, in accordance with which entrepreneurs will receive training and consultations on business issues from the grantee's experts and the newly trained consultants. The project's results will be summarized during a seminar, with the participation of major regional players.

#### **Tatarstan Marketing Society**

**\$35,000**

To provide small businesses with access to training and consulting services by strengthening the local SME development infrastructure. The project is a part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. The grantee will initiate an informational campaign and a series of round table discussions to improve the image of the small business sector among the local population. More than 100 local start-ups and entrepreneurs will receive training and consultations on basic business issues. The project's events and results will be covered in regional media.

### **The Northwest Russia Small Grants Initiative**

*The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.*

#### **Agro Nord As**

**\$25,854**

To enhance the sustainability and well-being of the society in the Nenets Autonomous Okrug the project is aimed at improving the food-processing methods of reindeer meat, the major food source for the indigenous people of North through a training program.

## **2.1 Citizen Political/Economic Participation**

#### **Didakt Gymnasium**

**\$4,681**

To improve the quality of secondary-school education through the incorporation of information technologies in curricula. The Didakt College in Penza will train pupils from several secondary schools in the Volga Federal District in computer and Internet literacy.

The trainees will then develop joint Internet projects on ecology, culture and other topics and implement them independently.

**Interregional Public Charity Fund "Hematology: Mercy and Support"**

**\$3,934**

To improve access to medical information by creating a virtual community of hematologists and patients. The Charitable Fund Hematology: Charity and Assistance will create a web site to provide patients with consultations, relevant data and online contacts. The web site will also help improve cooperation between medical and public organization in order to make patient services more effective.

## **2.3 More Accountable Local Government**

### **The Northwest Russia Small Grants Initiative**

*The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.*

### **Nenets Regional Public Fund, Sotrudnichestvo**

**\$31,543**

To improve community access to social services by supplying medical personnel to regional hospitals through the creation of a nursing school. Professors will commute to Naryan Mar from the Arkhangelsk Medical College on monthly shifts in order to train nurses in the region. The project is co-funded by the local administration, which will cover the professors' salaries, transportation and housing costs, while the Eurasia Foundation funds the projects primary infrastructure costs.

### **Archangelsk City Administration**

**\$34,835**

To facilitate more effective utilization of public funds through municipal bidding. Municipal legislation regulating all aspects of the municipal bidding process will be amended to fit the federal law. New software applications will be developed to automate the municipal bidding process and raise its effectiveness. Employees of municipal departments eligible to place orders, as well as representatives of private and public bidders will be trained to use the new legislation and software. The number of municipal competitions will be increased from two to 10 per year.